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ABSTRACT

Summaries are given on conference workshops and sessions on the topics of: (1) computers and their use in parks and leisure service agencies; (2) maintenance; (3) private initiatives in county park systems; (4) community education workshops; (5) trees and shrubs for the urban environment; (6) adjustments to severe fiscal constraints; (7) improving recreation service for the blind and visually impaired; (8) legislative lobbying; (9) reorganization of metropolitan park and recreation systems; (10) how to get more out of community survey data; (11) weed and brush control in rights-of-way management; (12) employee discipline procedures; (13) personnel management--overcoming stereotypes; (14) risk management; (15) relations between neighborhood parks and residents; (16) selecting recreation and athletic field lighting; (17) trail design, construction, and maintenance; (18) administration and maintenance of public stadiums; (19) horse-mounted patrols; (20) working with volunteers; (21) the Texas Nature Conservancy; and (22) employee motivation. (JD)

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28th Annual

SOUTHWEST PARK AND RECREATION TRAINING INSTITUTE

January 30, 31, February 1, 2, 1983

Lake Texoma Lodge
Lake Texoma State Park
Kingston, Oklahoma

OBJECTIVES.

Fostering, gathering and dissemination of information with reference to parks and recreation facilities, grounds, programs and objectives. To work with all people particularly of the Southwest Area to encourage a greater degree of professionalism among those in the park and recreation profession. To foster a spirit of cooperation between all agencies related to public park and recreation programs. To encourage and support those colleges which train people in park, recreation and related fields.

SPONSORED BY:

National Recreation and Park Association
Oklahoma Tourism and Recreation Department

CONDUCTED BY:

Department of Park Administration, Landscape Architecture
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1983 PROCEEDINGS
OF THE
28TH ANNUAL

SOUTHWEST PARK AND RECREATION TRAINING INSTITUTE

LAKE TEXOMA

SP 022 448

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1983 BRAG NIGHT PRESENTATIONS

Category I

1. *High on This Mountain* by Earl Teague, Lubbock, Texas.

2. *Up, Up & Away* by Kevin Murray, Plano, PARD, Texas.

* 3. *Texas State Parks* by Leroy Williamson, Texas Parks & Wildlife Department.

4. *Oxley Nature Center* by Hugh McKnight, Tulsa, PARD, Oklahoma.

5. *Workin' Man Blues* by Kevin Murray, Plano, PARD, Texas.

6. *Muny Golf Course Film* Ron Sparks, Austin, PARD, Texas.

7. *Texas Tech Campus & Grounds Maintenance Staff* by Spillman/Kitchen, Texas Tech University, Lubbock, Texas.

Category II

8. *Handicap Playground* by Ron Downing, Aurora, PARD, Colorado.

9. *Bubbles* by Marie Scalzo, Austin, PARD, Texas.

* 10. *LaFortune Park: Before & After* by Bob King, Tulsa County, PARD, Oklahoma.

11. *Orientation for New Employees* by Henry McGriff, Tulsa County, PARD, Oklahoma

Category III

* 12. *Kids for Parks* by Valleri Edelbrock, Austin, PARD, Texas

* Indicates winner of respective category.

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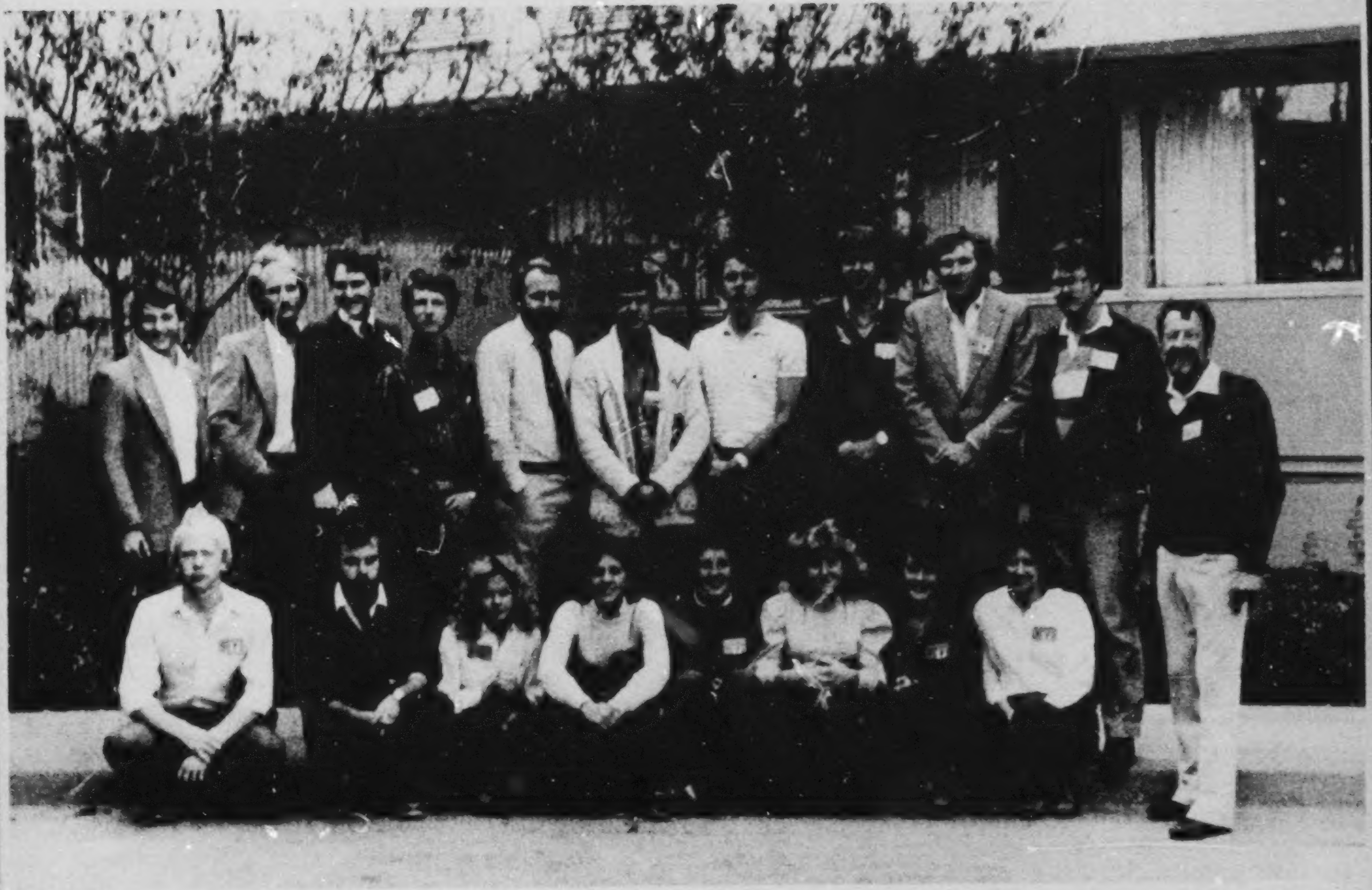

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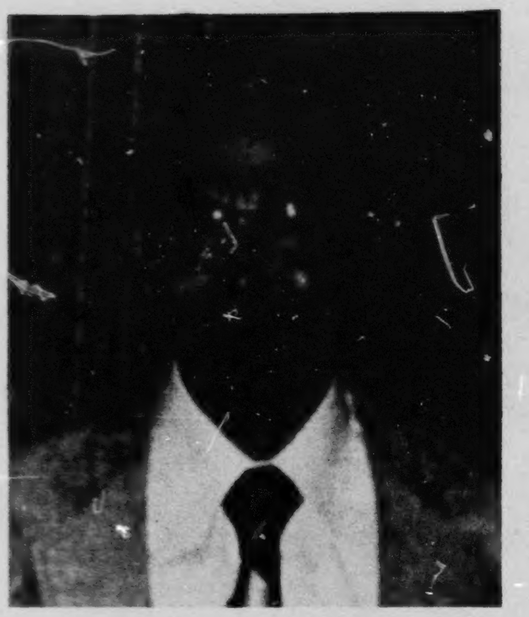

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11

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Happy Days Among Hard Times

By L.E. Surles

First of all, I would like to express my appreciation to the Southwest Park and Recreation Training Institute for the invitation to participate in this year's program. I consider it an honor and privilege to address my peers at this Institute for which I have always had the highest regard.

When Bill Kitchen asked me to talk to you based on my experience and background, I wondered for some time what I could contribute to you, that, indeed I haven't learned from all of you. I guess in that regard if I have ever had a forte it has been that I have been able to make progressive steps in adverse economic circumstances. I, like many of you today, am constantly faced with making more and more happen out of less and less. So then let me discuss with you today some ways in which we can turn "lemons into lemonade".

Everywhere I go now I hear the same familiar cries, "Operating budgets have been reduced!; capital outlays are at a standstill; federal matching grants are gone; demand is increasing; and on and on. The National Park Service is facing the same dilemmas and some more that are not unique to our agency such as; threats to the parks in terms of outside development; diminishing of our pristine air quality; increased pressure for alternate use of park lands; decreasing funds for critical land acquisition; and that list goes on and on.

It is not my purpose today to commiserate with you on these woes (although I recognize as professionals we all must cope with them) but to offer you my philosophy on how to take the maximum advantage of existing circumstances. In order to do that, let me give you my thoughts on why we are where we are today. First of all, I think we all recognize that the economy is in the worst shape since World War II, certainly longer than any of our professional memories. I state this as a fact, not of support or rejection or any particular economic theory. But, because it is a fact, we have to adjust accordingly and take our share of the lumps. Inflation is an integral part of the economic problem. Stable budgets can only hope to lose to inflation. Unionized and civil service wages continue to rise to help off-set individual's inflationary needs but this only continues to erode a static budget.

Second, we are coming out of a period of "Golden Years" for Park and Recreation work in terms of capital expansion. During the past 20 years of LWCF, I do not think anyone can argue that there has not been an unprecedented growth in public park and recreation areas, facilities and services. As funds are reduced, operating costs are the first to go. This leaves unattended and unmaintained facilities.

Third, and maybe the most important is that the taxpayers' view of services provided by you with their tax dollars is not generally positive. Take notice of the overwhelming public support behind the President's stance against the air controllers' demands. These public servants viewed their services as essential, just as you and I do. Indeed, their presence in many cases is a matter of life and death. But the taxpayers' view of their worth and their own self evaluation was quite different.

How many of you here today are sick and tired of the public image of the "bureaucrat." I know I am. Rhetoric makers at all levels of government (both candidates and incumbents alike) win elections on downgrading the bureaucracy. How many taxpayers know what a bureaucrat is? I challenge that not many ever equate the bureaucrat as one of the 52 American hostages, a dead city policeman killed in the line of duty, a park ranger on a dangerous mountain rescue, an administrator working till midnight - night after night - on budgets, so that public services can equal unrealistic public expectations, an employment officer trying desperately to aid people get job, the road maintenance crews plowing snow around the clock (because it never snows here) and the list goes on. No, I think the public perception of bureaucrats is that of a clockwatching, regulating drain on the public trough whose job it is to make life hard for the private citizens of this country.

I believe that today our number one job is to regain public support of our profession. What do we offer the public? I think the editorial in the November issue of Park and Recreation magazine expresses it very well when discussing gifts of Park and Recreation to the people:

- the sense of sportsmanship, fair play, healthy competition, and camaraderie taught to youngsters and teens when they play a season of baseball, basketball, soccer, and hockey.

- the sense of awe, grandeur, and beauty that awakens human sensibilities as man stands before a mountain capped by fresh snow.

- the healthy glow and lowered pulse rate that is the result of recreation fitness programs - programs which may well change America's skyrocketing medical and hospital costs and fast make actuarial charts out-of-date.

- the creativity that is sparked the first time a child is taught to draw, or a retired person learns that energy can be channeled into dance and music.

- the family bonds that are forged during scores of Labor Day picnics, summer evening concerts, trips to the merry-go-round -- bonds that are forged early in family life and remembered throughout.

- the renewed self-confidence that comes with the first figure eight on the ice, the first role in "Alice in Wonderland," the first glazed urn that doesn't crack.

If that is what we offer, and I challenge that it is, why do we have a poor image? What tools do we have to get the public support?

As professionals in the park and recreation field today, I firmly believe that the answer lies in our own professionalism. Our ability to face our dilemmas of complex management issues with a whole arsenal of comprehensive solutions, is the key to solid public acceptance and therefore public support. Let me then address the three problems I have identified -- economic circumstances, capital plant problems, and public support.

1. First of all, I think we all need to recognize the tremendous "silent support" of our profession and tap this support for assistance in meeting our agency's needs.

   a. A popular new phrase being bandied about lately is "private sector involvement." This manifests itself in several ways including donations of money, labor and materials, consultations, fund raisings, scrounging and volunteerism.

      Just remember that to gain this support from the private sector that services, facilities, and programs must be relevant to the users and supporters.

   b. Cooperative agreements with other agencies at all levels of government can provide many benefits. In the ebb and flow of political philosophy, there is always some agency which becomes the "fair haired child." If you are not that agency at any point in time, find out who is and embrace them. They generally will counter with support. For example, the Army is now assisting the National Park Service in search and rescue operations to an extent that could not in the past.

   c. Take advantage of all tax incentives that are available to private industry. In order to do this, you must understand all federal, state and local tax laws. Many times we must find ourselves educating the beneficiaries of these tax incentives, but remember if it's worth it to your agency for you to be fully aware of all possible benefits, then it's worth it to you.

2. We need to define a more systematic approach to efficiencies and economic viability.

   a. We need to develop support systems such as fees, charges, and concessionaire (or self operation of revenue facilities). If you will allow me a couple of personal examples, I would like to show how this approach has benefitted me in the past.

      In January of 1970 I became the Director of State Parks for the State of Arkansas. I was immediately confronted with a miniscule budget and the prospect of little improvement for at least 18 months since the state legislature did not go into session until the following January to act on a budget for a fiscal year beginning in July. I was also immediately facing the renewal of 42 concessions contracts which paid to the State only a small fraction of the value of their contracts. I made the rough decision at that point to convert the Arkansas Park System into one that was self-operated. Today, revenues from that system contribute

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excess of $6,000,000 annually to the operation of the park system as well as paying a major portion of an extensive capital program which grew by $50,000,000 from 1970-1975.

Another example is on-going at Glen Canyon National Recreation Area or Lake Powell as many of you know it. At Glen Canyon the National Park Service has combined forces with the Del E. Webb Recreation Properties corporation to begin an extensive development of $30,000,000 in visitor services and facilities. In fact, Del Webb is constructing facilities traditionally viewed as our responsibility such as roads, parking, and utilities and turning them over the National Park Service. Financing will be obtained in such ways as limited partnership arrangements, county revenue bonds, and direct bank loans. By doing these things, the National Park Service can make sure the public is served, the public gets more and better services, the local communities get an economic "shot in the arm" and Del Webb will hopefully make a profit.

There are many other examples, but I think these reflect what can be done.

b. We need to utilize technology that is available. This profession (many times because of our own unnecessary regulation) has been brought "kicking and screaming" into the computer age - an age reached two decades ago by progressive entities throughout the U.S. As manpower is reduced, we need to assure the taxpayer that we are taking advantage of all technology available to us.

c. Are we properly educating the taxpaying public about what we can offer? Are we properly marketing our products and educating our citizens about what we provide. A very recent trend in the Parks and Recreation profession has been to hire a full time marketing staff.

3. Finally, to deal with public perception in a positive way, we must be willing to be innovative. This statement is somewhat trite but let me give you a recap of recent remarks made by my boss at an interpreters' conference which I heartily embrace.

"Today . . . . there are two kinds of people; the "embracers" and the "resisters." If there is one thing in this world that is constant -- it's change. Those who achieve and succeed are those who embrace change. Those who fall behind and stagnate are those who resist it. In the daily contests of life, achievers win, and those who fall behind ultimately lose. Yet for us the word "preserve" is a primary objective, and it implies resisting change. In fact, the preservation of an ecosystem may require resistence to changes all around us. It is no wonder that the "achievers" in the business and political world perceive us as being the opposites in both character and philosophy.

"Unfortunately, too often we buy into this role and translate "preserve the status quo" as a primary modus operandi. In short, resistors will say, "I'm constantly asked to do more with less and less" while the embracers will say "We need to become more productive and get more for the dollar."

Bureaucracy - according to organizational theorists - is desirable because it achieves efficiency through standardization. Yet critics argue that bureaucracy is inefficient because it is focused on process. I believe therein lies the problem with our public perception. Standardization is the antithesis of innovation and is the first step toward obsolescence. In other words when you quit growing, you start dying. It is you who will bring about change through innovation. Then it is you who must challenge the bureaucracy to support that change. It is you who must be the embracers, because bureaucracy, by its nature is a resistor. You cannot find comfort in the past so you must start delivering setting a path to the future based on existing and projected circumstances.

Let me again give you an example. When the LWCF was established they gave the National Park Service dollars to purchase land for the first time in our history (with exception of specific appropriations). Admittedly in a few cases the National Park Service did not handle this new found authority with the greatest discretion. Our overzealousness to make parks pure from private ownership caused us to treat a few landowners less than properly. This treatment resulted in the creation of the "National Park Inholders Association," designed solely to provide a harassment to National Park Service land acquisition program. The leader of this organization travels constantly around the nation to muster support for his philosophy and organization.

Rocky Mountain National Park is a park created in 1915 with a great deal of private land within its boundary and adjacent to the boundary are the communities of Grand Lake and Estes Park. The Superintendent of that park, Chet Brooks, has had a long established goal of maintaining a high public image both of the National Park Service and the federal employees under his jurisdiction. Chet is actively involved in the communities to such an extent that when the president of the "National Park Service Inholders Association" came to Estes Park, he was immediately branded as a troublemaker and told in no uncertain terms that his services were not needed in that community. Although he did get some memberships, there is overwhelming support for the National Park Service because of the efforts of one individual.

In conclusion, I would like to leave you with three of my personal philosophies which I try to carry with me at all times.

1. Bill Landahl, Director of County Parks for Jackson County, Missouri, told me shortly before I graduated from college, "Buddy, never let anybody know you don't know how to do something, just be prepared to do a lot of quick learning."

2. In Richard Bach's book "Illusions", he expresses very clearly a long held belief of mine when he says, "Argue for your limitations and they will be yours."

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Finally, a poem by an anonymous author I believe is a key to our profession's success, if we as professionals understand and practice its message.

IF YOU THINK YOU CAN

If you think you are beaten, you are;
If you think you dare not, you don't,
If you like to win, and don't think you can,
It's almost a cinch you won't.

If you think you'll lose, you're lost.
For out in the world we find
Success begins with a fellow's will;
It's all in the state of mind.

Full many a race is lost
Ere even a step is run
And many a coward fails,
Ere even his work is begun.

Think big and your deeds will grow,
Think small and you'll fall behind;
Think that you can and you will -
It's all in the state of mind.

If you think you are outclassed, you are;
You've got to think high and rise,
You've got to be sure of yourself before
You can ever win a prize.

Life's battles don't always go
To the stronger or faster man;
But, sooner or later, the man who wins
Is the fellow who thinks he can!

Management Institute

Dr. August Smith

Dr. Smith is a Management Professor at Texas A&M University. His doctoral dissertation, completed at the University of Texas, Austin in Business Administration and support work in Industrial Engineering, was sponsored by NASA Manned Spacecraft Center where he was a Resident Research Fellow in 1969. His research on evaluating large-scale R&D management system has been published nationally and internationally.

Dr. August Smith's major emphasis is on Multiple Management. This work culminates over ten years of analysing the managerial styles, strategies, and situations of both private and public managers, administration, executives and supervisors. Various instruments for self evaluation are available, and are listed with the Institute for Mental Measurement and the Education Testing Services. Dr. Smith also said that by analysing how a manager views different aspects of management practices, skills, and approaches it is possible to determine his basic managerial style and mix of concerns. One easy to use tool for diagnosing a manager's perspectives and priorities, Dr. Smith said, is the Managerial Diagnostic Test (MDT). This test can be self-administered, scored, and used in various executive training sessions and development programs.

The MDT test measures relative concerns for traditional behavioral, conceptual and analytical aspects of management, and helps explain different managerial approaches to handling day-to-day situations, pressing crisis, changing and certain situations, and future contingencies. Diagnostic results indicate how a manager views various aspects of present work situations. It highlights areas where he can likely improve skills as a manager and better meet needs of situations.

Dr. Smith has a Stress Management instrument which a manager of a group experiencing wide differences of opinion, and conflicting views as to group values and goals can take. To indicate how this manager would handle a certain situation, he only needs to complete this instrument and evaluate his score. A score between 0-20% is almost never indicative, a score of 21-40% is seldom indicative, 41-60% is sometimes indicative, 61-80% is usually indicative, and 81-100% is almost always indicative. In the individual motives instrument there are three types of needs people have; these are the achievement need, affiliation need and power need. In taking this test you can learn about your needs. For the achievement need you should examine your priorities and preferences. Most individuals excel at things they like to do. What aspects of your work or job do you like most? least? What holds you back from moving ahead? Is it lack of resources, information, support, technology or ability? What did you want to become as a child? What is your present career course? For the affiliation need, Dr. Smith says you should become aware and learn more about individuals and how they interact. Don't push yourself to become sociable at the expense of being insincere. Some people are more introverted than others. Learn to tune in to what people really mean and feel. This can help you extend your own ideas and influence others with better work relationships and results. Dr. Smith says for the power need you should strive to move up in the organization where you will have the opportunity to make things happen as you wish. Become a better performer where you are now. Set goals which will move you up so you can fulfill your underlying need for advancement. By taking this testing instrument given by Dr. Smith, one could find out where he or she stands.

In addition, Dr. Smith talked about the multiple management and managerial styles, strategies and situations. There are four major steps in the multiple management categories. The first category is the Integrator Style of management by order and objectives, commitment to interrelate intentions and actions, the organizational effectiveness, and traditional process emphasis. Also, moderate management is a part of the Integrator Style. Other categories which also satisfy behavior and suboptional effectiveness are management by moderation, and partial interrelation of intentions and actions. The second category is the Independent Style. This style is management by diversity and discontinuity, commitment to not interrelate intentions and actions, unconventional management, risk-taking behavior, individual discretion, flexibility and personal effectiveness. The third category is the Investigator Style. This type is management by prediction and premeditation, approaches intentions without commitment to actions, untested offensive behavior, mixed effectiveness, and analytical management science emphasis. According to Dr. Smith, the last category is the Intervenor Style. The style is management by impulse and intervention. It also approaches actions without commitment to intentions, defensive behavior, leadership under pressure, missed effectiveness, and behavioral science emphasis.

Computers and Their Use in Park and Leisure Service Agencies

Chairman: Roger Scott
Panelists: Bill Lloyd
Chip Collins

Computerization is rapidly maturing as the most feasible means for managers to utilize information systems. This session expatiates on computer technology and the state-of-the art, as well as presents application of computers in various agencies.

When one thinks about owning a computer, certain basic information on computer technology should be examined. A computer is a machine that receives data and instructions. It then processes the data into useful information and furnishes the results in a form that is readable either by a person or by another machine. Different types of computers exist. Analog computers perform calculations by measuring physical quantities. A thermostat and slide rule are analog computers. Digital computers perform calculations by operating on numbers such as hand-held calculators, microcomputers and business computers. Various uses for computers are important to know when buying one. A process control is used to control continuous industrial processes such as refining oil or making paper. A numerical control is used to control discrete industrial processes like assembly-line robots. Telecommunications is used to send and receive data between telepnone systems,satellite transmissions, automatic bank tellers, and airline reservation systems. Some scientific applications involve solving highly involved mathematical functions or equations such as computing the trajectory or orbits of missiles. Business applications are used in the handling of day-to-day data in the operation of a commercial enterprise or governmental entity. Emphasis is placed on administrative or management information such as payroll computation, inventory control, financial accounting, and utility billing.

A quick look at computer evolution in "generations" shows us how far advanced we have become. The First Generation (1950s) began with the vacuum tube computers using assembly language programming. The Second Generation (1950s-1960s had transistorized computers and procedure-oriented languages: COBOL, FORTRAN II. The Third Generation (1964-__) had developed integrated circuits in computers and multi-programming languages: FORTRAN IV. Medium and large-scale integration in computers, data base management systems, teleprocessing, and mini/micro computers make up the Fourth Generation (1970-__). The Fifth Generation will include voice input and response, true artificial intelligence, and very large-scale integration in which 100,000 transistors each approach the size of a biological nucleus. The Fifth Generation computers must be designed by Fourth Generation computers because they are too complex for man.

Three main categories classify computers. The microcomputer ($100-$20,000) is used by hobbyists, small businesses, word processing facilities, and medium and large companies in distributed systems.

Minicomputers ($20,000-$350,000) are used by medium-sized companies, small local governments, and large companies as part of a network. The mainframe (over $350,000) is used by large companies, large local governments, and state and federal governments.

Certain parts of these computers enable them to perform and function properly. The Central Processing Unit (CPU) is composed of a control section which interprets instructions and controls the processes of the CPU: the arithmetic section which handles basic mathematical functions and the internal mmemory where program "instructions" are temporarily saved.

Computers store, switch, and transform pulses of electricity in an ON-OFF fashion. In order for humans to communicate with computers, our numbers, letters, and symbols are translated into a "code" of electrical impulses. This coding system is in binary ON-OFF pulses. Each ON-OFF pulse is called a BIT. Each of our numbers, letters, and symbols are coded as unique 8-BIT ON-OFF pulses. Each coded letter is called a BYTE. A group of 1,024 BYTES is called 1KBYTE or 1KB. "K" is the abbreviation for "kilo". A 64KB memory will actually store 65,536 BYTES (64 x 1,024) of information.

Another important item is software, which is a program or group of programs written to tell the computer how to do specific jobs such as payroll/personnel, inventory control, utility billing, and financial accounting. Some specific computer functions that can save time are retrieving data from files, repetitive data manipulation, communicating information, reviving information, writing and re-writing reports, and performing complex calculations.

Cities are using computers today in finance, personnel, planning, engineering, public safety, and public works. In parks and recreation, the computer is used in reservation systems, ski-lift ticket control, intrastructure analysis of parks, control of fees, fines and licenses, address lists, scoring athletic competitions, and field operations productivity. However, possible pitfalls exist in buying a computer which the buyer should "watch out" for and avoid:

1. Not taking the time to analyze all needs, alternatives, and approaches
2. Selecting computer hardware first without considering the available application software
3. Underestimating the hardware resources required
4. Lack of coordination between users and the data processing organization
5. Inadequate documentation and/or training.

The Work Management System is a new system developed by LWFW Group which gives a new way of management. The Work Management System helps collect and report operational information. This system gives fingertip information on all aspects of day-to-day management tasks, such as:

- Pending jobs
- Recurring jobs
- Finished jobs
- Crew performance
- Job progress
- Non-productive time
- Job costs
- Priorities
- Overdue jobs
- Work at specific locations

The key word in the Work Management System is "fast" and it relieves one of manually maintaining volumes of records in an attempt to anticipate questions which might be asked.

The area of parks and recreation has fallen at the end of computer needs, but they are now changing that image. Today, computers are being used in park planning and interfacing. Fort Collins, Colorado uses computers to show how well their parks are serving the public and where new ones should be developed.

In Aurora, Colorado time cards are being designed to show precise information such as locations, equipment, and when the equipment was used. The computer also keeps track of employees working for the parks, personnel costs and hours, equipment costs and hours, and shows when the work was done.

The City of Longmont, Colorado used a computer to develop the City Inventory Tree Code which shows where all the trees are. They worked out a code for height, pruning needs, tree space, and which ones are public or private. The city used unemployed kids to locate the trees. The Tree Code also lists the value of all the trees.

Other cities are using Electronic Fund Transfers which lets the money go directly into the bank to employees. This eliminates the hassle of paychecks and just gives a receipt.

El Paso County Parks, Colorado uses an Apple II and III for park planning and park inventory. The Apple computers also tell how many people go into the parks and explains how they used the parks; for example, twenty percent went picnicking, and another twenty percent went hiking.

Computer use will continue to grow more each day, but the only way to learn a computer is to get your hands on one.

Maintenance

Chairman: Oscar McGaskey
Panelist: L.E. Surles

Maintenance Contracts

Oscar McGaskey has responsibilities for maintenance contracts with the City of Dallas. Experiences gained in working with these maintenance contracts has pros and cons.

Pros

1. Provides budget control (one fixed cost segregated from the remaining budget).
2. Employee rolls and pension obligations are reduced.
3. Capital outlay kept at a minimum (contractors invest in own tools, equipment and supplies).
4. In house staff morale improve (no longer asked to do routine or unpleasant work, like litter control).
5. Personnel problems reduced (contractor fires unproductive workers and saves inconvenience of striking employees).
6. Profit sharing plans provide contracts to employees with greater motivation to hustle.
7. Liability of maintenance reduced (in house staff avoids hazardous work and saves in workman's comp.).
8. Contractor's equipment is more likely to be up to date and more superior.
9. Worker's tendencies for vacation and sick time not a problem.
10. Greater flexibility to handle overload.
11. Allow the agency to reach longer range goals without driving up operating costs.

Cons

1. Contract services more easily lopped off during budget cuts (but Dallas estimated a 45% savings in contracts).
2. Increased paperwork for the contracts.
3. Estimated cost savings may be offset by hidden or up the road cost from incomplete or faulty work.
4. Inferior work.
5. Loss of in-house jobs or promotions may affect staff morale (has not happened with the City of Dallas).
6. Contractor less sensitive to the public agency's objectives and public use.

Of all of the negative things presented, they do not have an impact on the City of Dallas. The positive aspects outweigh the negative in the long run.

Specifications of the Contract

1. Clear and concise (in layman's terms).
2. Answer who, what, when and where.
3. Learn from your mistakes and modify specifications.
4. Go with small outfits (they do better jobs and give lower bids).
5. Specify who will provide the materials to do the work.
6. Ask for a valid phone number and address of contractor.
7. Indicate who contractor coordinates with.
8. Contractor should provide insurance.
9. Advertise in newspapers (need someone knowledgeable in advertising).

The pre-bid conference is very important to let the people come and ask questions. This helps them find out if it is really what they want to do, especially after going to look at the site. The agency should also put out estimated costs of the job to help out the contractors.

Supervisors will meet with the contractor at the site. The contractor then gives a schedule of work to the supervisor. The supervisor should go out and periodically check to make sure they are doing their job.

Maintenance contracts help save money where it can be put to use somewhere else. They are not just for park use, but can be used for libraries, police stations, and other property maintained by our agencies.

CITY OF DALLAS PARK DEPARTMENT
SPECIFICATIONS FOR RESTROOM CLEANING

These specifications are designed to establish the responsibility of the contractor and the City of Dallas Park Department in a program for cleaning of restrooms on city parks.

The successful bidder (contractor) shall provide and comply with the following:

1. The City will provide contractor with a list of restrooms to be cleaned, names of City representatives and designated schedule of cleaning days. This shall include cleaning and disinfecting of all toilets, urinals, and lavatories.
2. Contractor will be responsible for the internal cleaning and disinfecting of all restrooms and the removal of litter around restrooms within a ten feet radius. Litter shall be placed in nearest trash receptacles.

3. Contractor will agree to furnish all cleaning supplies to be used in cleaning and disinfecting restrooms in addition to providing such items as toilet paper and plastic bags for trash containers.

4. The contractor will be liable for any and all damage to City property as a result of administering contract. Contractor shall report any situations such as vandalism, water leaks, water stoppage, and other malfunctions to 670-3035 (Production Control).

5. Successful contractor shall not sell, sublet, or assign the agreement or any portion thereof to any person or persons, except upon written approval of the Park and Recreation Board.

6. The City shall make payments to the contractor on a monthly basis.

7. The Contractor must submit an invoice to the Administrative Assistant, Park Maintenance Division, 3203 Junius Street on a monthly basis designating work performed. After receipt of invoice, contractor will be paid for said work pending verification by City representative.

8. Termination for Default - The City shall have the right to suspend the work and terminate the contract for default by contractor. The contractor shall be considered to be in default, in the event of any or all of the following:

    a. Failure of contractor to start work within specified date to proceed.

    b. Substantial evidence that contractor is not reasonably complying with the schedule for the performance of work.

    c. Failure of contractor to provide sufficient and proper equipment, materials and/or labor for the proper execution of work.

    d. Failure to correct violations within twenty-four (24) hours after being notified by City representative.

    e. Failure of contractor to properly make good any defects in workmanship, or any defects of any nature the correction of which has been directed in writing by the Superintendent.

Where the work is suspended for any of the examples of default itemized above, or for any other default, the contractor shall:

    a. Stop work under the contract on the date specified in the termination of the contract.

    b. Settle all outstanding liabilities and claims rising out of the performance of the work and/or such termination.

Upon the expiration of 30 days after termination for default, the City shall pay contractor any monies due payable under this contract for the work performed by contractor. This payment will be based on a settlement between the Superintendent and Contractor as to the percentage of the total work satisfactorily completed by contractor less any claims by City against contractor arising out of this contract or its breach.

9. All chemicals used in cleaning and disinfecting of restrooms must be in accordance with established state and federal guidelines for use of these chemicals.

The City of Dallas is pleased with the performance of their maintenance contracts. Oscar makes a special case for a close relationship with contractors through continuous communication.

Planned Maintenance

L.E. Surles began with the thought that nobody appreciates maintenance. He has worked on a maintenance program in the last two years to help sophisticate the planning of maintenance and put it into the normal process of planning. He calls this Planned Maintenance or Maintenance Management Planning. He believes that maintenance has to operate efficiently. We need planned maintenance with inflation and expenditures rising and revenues/budgets staying the same or falling. In analyzing life cycle costs, maintenance takes up 75% of the total cost. Of the NPS total budget of $482 million, $217 million is set aside for maintenance and 36% of their employees work in maintenance. Maintenance has to be managed by either low level of maintenance at lowest costs or by effective resource allocation. Three kinds of maintenance include operational, cyclic, and repair/rehabilitation. Operational maintenance is the day to day upkeep including mowing the grass, picking up the garbage, vandalism, and janitorial work. Cyclic maintenance is one of the most important where it is performed on a fixed periodic basis. Repair/rehabilitation maintenance projects restore damaged or deteriorated parts. The value will go down if these areas are not repaired or maintained. It will take fewer dollars to maintain rather than more dollars to repair years later.

Planning involves understanding the problems, determining what to achieve through the process, developing the strategy, selecting implementations and actions, and evaluating results. The two levels of planning include general or overall planning and detailed or specific planning.

Advantages

1. More information
2. Financial (quantify budgets)
3. Better public relations program
4. Personnel (utilize manpower more effectively)

Concerns in developing MMP

1. Takes time and money going into this process (pays for itself in the long run).
2. Organizational structure overlaps and contradicts.
3. Employee groups (unions and civil service can stop good maintenance planning unless you educate them).
4. Attitude of "I've always done it this way."

Maintenance Management Planning includes:

1. Develop a data base
2. Identify and describe tasks
3. Develop standards
4. Scheduling
5. Cost tracking
6. Implementing
7. Decision making
8. Creative problem solving
9. Centralizing information

Developing a data base consists of inventories of facilities and equipment and supplies. Identification of tasks is estimating job time, identifying types and amount of material needed, and help prepare standards. In developing the standards, specify measurements and make sure they are unique and fit area to be maintained. Scheduling consists of making a work plan and making sure to consider expertise, number of employees, amount of supervision, type of equipment available, and frequency of maintenance. Cost tracking involves recording expenses. In implementing, make sure communications are open, you are adhering to personnel requirements, and evaluating. Decision making is the process of starting over at the end of the year. Creative problem solving avoids traditional habits. Centralizing information puts it in one place where everyone has access to it.

Private Initiatives in County Park Systems

Chairman: M. Tyler Probasco
Panelists: Glenda Barrett
Marvin Harris

Glenda Barrett

The Park People, Inc. is a citizen non-profit organization for parks advocacy in the Houston/Harris County region. Park People is concerned with the rapid urbanization and development of the Houston area without a corresponding increase in parks and greenspace areas. While being the third largest incorporated land mass in the nation, Houston ranks 106th in park acreage. It is the belief of the Park People that Harris County cannot improve the situation unless the people are aware of the problem and make an effort to help change it.

The Park People was founded in 1978 and operated as a project under the citizen's Environmental Coalition. Some of the objectives of the group include educating people of the needs and benefits of parks in an urban environment, serving as a catalyst and resource agent for groups to provide local park opportunities and establishing an operational fund to insure the effectiveness of the group.

The Park People have been very successful since their founding five years ago. Besides winning an award, as well as additional grants, for the Curtis Roberts Playground, the advocacy group has begun a small projects program. By using grants and volunteer labor, Park People have been able to make six notable park improvements.

This advocacy group provides a fine example to other people interested in organizing a parks non-profit organization. There are many aspects to forming a group such as this. These include obtaining the necessary legal documents, coordination with governmental bodies, membership and fund raising.

The Park People offer suggestions for people interested in starting a group. First, try to keep a lawyer on the board; he will prove invaluable when trying to meet all of the legalities involved in an organization. Secondly, have a planned approach to fund raising. Try to obtain leadership from people who have experience in the endeavor. Lastly, create enthusiasm or you will not be able to get volunteers. They are the backbone of The Park People and are needed for a successful organization.

Marvin Harris

To provide residents and visitors to the Pikes Peak Region with trail information and environmental education opportunities, the El Paso County Parks Department opened the Bear Creek Nature Center in 1976. The demands for the interpretive program soon overwhelmed the staff and gave the county a problem in how to deal with the demand. The County Parks Department turned to volunteers for help.

El Paso County formed what it calls the El Paso County Parks Department Naturalist Docent organization; docent means trained leader. In forming this volunteer program, the Parks staff reviewed three other organizations that utilize volunteers. Friends of the Zoo, and Friends of the Pioneers Museum in the Pikes Peak Region and the Sonoran Desert Museum in Tucson, Arizona, were contacted for information about an efficient and worthwhile volunteer program. Upon review of programs of these organizations, the Park Department found three elements which are important to each of the groups. These were:

1. Completion of extensive training programs
2. Mandatory number of minimum hours served
3. Annual membership dues

The success of the three organizations were due a great deal to these elements, thus they were incorporated into the organization of Docent.

Membership is open to individuals over 18 years of age who are interested in the purpose and goals of the organization. There are three membership classifications.

New Members: first year of membership, complete training as outlined by the El Paso County Parks, lead five groups per year or give equivalent amount of time, attend two general meetings, pay training fees and annual dues.
Active Members: Complete on year, lead ten groups per year or give equivalent amount of time, attend three general meetings and pay annual dues.
Inactive Members: Cannot complete the responsibilities of active member, but who want to activate their membership in the future, attend three general meetings and pay annual dues.

Overall, the returns to the Parks Department are greatly higher than the costs. The cost of providing nametags, patches and publicity is $450. An accidental insurance policy is only costing the county $250. This totals to less than one dollar per volunteer hour. The Docent organization gives approximately 1,400 hours of time to the Interpretive Division. This adds up to 2/3 of a full time position. The salary of a beginning level interpreter costs the County a minimum of $9.50 per hour.

Because the Bear Creek Nature Center is open nearly every day of the year, the Docent organization serves an important role in supporting the Interpretive Staff on weekends and holidays. The Docents also provide an important indirect public relations and County Parks Department support function within the community. As volunteers the Docents can generate political support to assist County Park activities.

Ty Probasco

There is a great need for private initiatives in County Park Systems. Due to the economy, budgets are shrinking and there are not as many available public funds. The levels of demand are on the rise because of increased populations and the increased amount of time people have. All of this adds up to the fact that County Parks Departments cannot operate alone.

Help from the community is desirable for many reasons. First, the county will have improved service delivery capabilities. There will be a better matching of facilities programs with the desires of the public and improved usability and quality of service. With public input and help there will be a better appreciation and care of the facilities and less vandalism. Finally, private initiatives will help to develop community pride and spirit which will spill over to other areas of concern.

There have been many types of private initiatives in Harris County. One of these is cash contributions by private organizations and businesses. Besides direct cash contributions, people will also donate land. Harris County averages two to three of these types of initiatives per year. Planning assistance is given, both comprehensive and site specific, by groups such as the Park People Inc. The County also has various lease arrangements wherein it leases facilities to groups and has no real responsibility over the running of the area. Examples of this include the Astrodome and the Armand Bayou Nature Center. Use agreements and concession arrangements are also ways for the Parks Department to increase revenues. Other areas in which the public helps is in maintenance, interpretation and programming.

There are many ways for a County to get help from the private sector. It is up to each department to see that the private resources available to it are utilized to the fullest. This will help to increase the quality of recreation that can be offered to the public.

Director's Corner

Chairman: Hayden Karn

In these sessions three main issues were discussed:

1. Community education
2. Workshops
3. Survey of different products

Community education is a program which involves the parks and recreation department and the school systems in the community. Soil Conservations, County Extension Services and Physical Education are all involved in setting up such a program. This program seems like the Parks and Recreation Department is selling out and avoiding the hassle of providing services to the community. When the community center is full and there is no way of expansion, community education is the perfect solution. The Community Education Program is the most self-sustaining program you can set up. Unless the citizens pay the initial fee and the classrooms are full you don't have the class. This way the city or the taxpayers are not out any money. An important question is, "How do the Directors feel by just being facilitators?" The Directors don't have any control of the program, they just facilitate it. All they do is set up schedules, equipment, field, etc. The facilitators do not get any glory. They are there purely to satisfy the needs of the people.

An important issue that was brought up was having regional workshop seminars. This could be an asset to many maintenance employees or people from the recreational system. These workshops could be set up by our Parks and Recreation Association or educational system. These would help stimulate an idea that might help your program.

Another important idea that came up was a survey of products to be distributed. This survey would give the Directors something they could rely on, instead of going through trial and error. This would include everything from chemicals to floor wax. This could also include those chemicals that people use in sterilizing soil, what type of law equipment works the best, and the kind of poison used in killing fire ants. Anything that might help other Directors in their area. This survey should be specific; for example, what soil is used to best grow trees, and what types of grasses grow best in the winter. A survey of this nature would benefit many people.

Trees and Shrubs for the Urban Environment

Chairman: Russell Studebaker
Panelists: Dr. Carl Whitcomb
Kent Utsurogi

The first speaker was Kent Utsurogi. He is with the Urban Design Group, from Tulsa, Oklahoma. His primary emphasis was urban stress on trees and plants, and factors affecting their planting location.

Kent stressed the importance of understanding the macro and micro climates as well as anticipating the wind speed and direction when selecting planting locations. Within the larger site environment there are smaller individual microenvironments which can vary from one location to another on the side, depending on the sun/shade pattern, wind speed/direction and ability or inability for plants to collect and hold rain water. Other contributing factors to be considered include soil compaction, smog, wind, noise, heat/cold ratio, and type of traffic, be it pedestrian or auto. Selection of plant materials, therefore, should respond to this site analysis.

Kent pointed out the importance of anticipating the wind speed and direction on trees. Within an urban setting, it is possible for winds to be tremendously intensified due to the tunneling effect by buildings. He point out how such factors as building shape, size, and construction of corners, such as round, square, or notched, can completely alter the normal wind speed and direction. At the Urban Design Group they are using wind tunnels to help in the selection of their plant materials.

Good post planting maintenance is mandatory. He suggested a period of good care for 2-3 years. after planting as being one of the most important factors in the success or failure of the plant materials. In addition, he suggested spraying all woody plants for borers due to the extreme stress these plants are put under in an urban environment.

Dr. Carl Whitcomb, author of Know It and Grow It, from Oklahoma State University was the next speaker. Carl introduced a new method for faster and better root development in young trees.

Carl opened by reaffirming what Kent had said about how important it is to reduce stress in plant materials. By reducing stress and creating a healthier plant, it is possible to control problems that might be created by stress on plant materials.

The development of a good, strong root system is essential in the successful growth and development of urban plants, primarily in trees. In his new process for root development, he suggests doing away with the tap root to make a more fiberous root system. In an urban environment a deep tap root is not usually possible, thus a more fiberous root system would better serve the needs of the tree. This development of a more fiberous root system allows for better absorption of nutrients, which results in faster growth. An added benefit is that with a horizontally growing root system the tree will be more stable, as opposed to a vertically developed root system.

His new process incorporates cutting of the tap root to promote a more fiberous root system. This fiberous root system is accomplished by lining the hole in which the tree will be grown, with a special plastic which will contain the entire root system, which promotes concentrated root development. This causes accumulations of carbohydrates, which in turn will provide the necessary nutrients to support the tree until it has become established after transplanting.

One of the questions that Carl entertained dealt with the use of tree spades in digging trees. He pointed out that when using a tree spade or any other device for digging trees, to be sure to dig the hole bigger than necessary to allow for new root growth, added oxygen, and to prevent the root system from having to begin its new growth by growing against the hard glazed sidewall of the hole.

The MSU Department of Park and Recreation Resources: Adjustments to Severe Fiscal Constraints

Chairman: L. W. Moncrief

L.W. Moncrief, Professor and Chairman of the Department of Park and Recreation Resources at Michigan State University, reported on the adjustments that Michigan, Michigan State University, and their Recreation Department have had to make because of the economy.

Moncrief indicated that the economy of Michigan is somwhat like Oklahoma in that agriculture is also a large part of Michigan's economy. He compared their being a manufacturing state to Oklahoma being a big oil state. He said what if all of Oklahoma's oil business was cut off, think how many people would be out of a job. That is the problem they face.

The economy of the southern third of Michigan is based on agriculture; however, 90% of the population is located in the north part of the state. The north part of the state also contains a large number of state parks.

Michigan State University was the first Land Grant University in the world, and was established in the 1850's as the people's college. It gives the school pride to be the school of the first Land Grant. But in the hard economic times of the 1980's the University has had its base budget cut 20%. Moncrief indicated its programs were being terminated, but they are trying to be optimistic.

The Park and Recreation Resources Department at Michigan State University is the youngest in the College of Agriculture and Natural Resources. The department was created as a "Lame Duck", and has really had to struggle to succeed. They offer a Bachelors, Masters, and Ph.D. degree. When his program began, they combined a parks curriculum with the recreation curriculum, originally a part of Health, Physical Education, and Recreation Department. Moncrief said the administration really did not understand this concept; therefore it was necessary to educate the administration on the relationship of recreation to parks and its importance. The Parks and Recreation Resources Department is currently moving towards developing a curriculum in tourism and commercial recreation.

Moncrief is dedicated to his school and department. He would like to see his department become even more business oriented. He feels a business background is an important part of recreation. He said uniting the people of Michigan State University alumni and undergraduates has strengthened his department. Moncrief said their department helps the students find jobs by spending over $1,000 a month on locating job openings. He also said his department's main object is to help their state's economy as much as possible.

The Hidden Costs of Doing Business

Chairman: Warren Purdy

Private companies can do construction work at a cheaper rate than a city is able to for several reasons. One reason is that employees of a private company have more of an incentive to complete the work in the shortest amount of time. Also, many times a private company can get materials cheaper, and are much better equiped to complete a specialized type of job.

Gross and net profits are an important concern of the green industry. The gross profit for any job should not be less than thirty-five percent. Gross profit can be larger if the public demand is such that it will allow the percentage to be higher. Any gross profit bid of less than thirty-five percent will eventually result in a company going out of business. Along with a thirty-five percent gross profit, margin overhead should not exceed ten percent. Also, the net profit should be no less than twenty-five percent. The reasoning behind these statements is that landscape contractors deal with perishable goods. The unexpected loss of some very expensive landscape materials will greatly reduce the profit margin. The main reason for a thirty-five percent gross profit margin is the weather. Drought, extensive periods of wet weather, and unexpected severe cold weather will consume a contractor's profit.

The area of accounting is where most contractors are the weakest. According to Warren, an accountant is a man who knows more and more about less and less, until he finally knows nothing. To be more specific, the standard laws and rules of accounting just do not fully apply to the industry of landscape contracting. Most landscape contracting firms run a monthly or quarterly profit and loss type of books. The manager of a firm should be able to put a budget together in an effective manner. The most effective way to set-up a set of books is from a weekly cost budget, and not from a profit and loss statement. The manager needs to know how much it will cost per week to run a trench machine, operate a company vehicle, and how much it will cost to run a crew of X number of employees for a week. In 1948, the Ford Motor Company nearly went broke because they did know how much it cost to produce a new car. With better management and a more effective set of books, the Ford Motor Company pulled through. A manager needs to know how much every phase of a construction job cost. For example, a six inch caliper, ball and burlaped Red Oak needs to be planted. The manager should know exactly how large of a hole needs to be dug, and how long it will take to dig the hole. As soon as the hole is dug, he should know how long it will take to plant, stake and water the tree. This type of information should be known and documented for all types of plant materials, concrete work, fencing or any other landscape contracting services. The advantages of knowing this type of information is significant. It not only takes the guess work out of bidding, but it also cuts down on the office time required to prepare a bid for a construction site. This information will greatly aid a firm in maintaining a twenty-five percent bid award which is a profitable percentage. Every bid that is prepared by a firm should be accompanied by a check list. This list should contain a complete site report, comments on soil type, scale of the plan and many other details that went into the bid.

Warren Purdy is in the business of helping people set up and run a more effective business. He holds workshops which last for two days. During this workshop, he gives the specific hidden cost of doing business and how to handle the hidden cost. He also explains how to set up in detail an effective accounting system for the landscape contracting industry.

Improving Recreation Service for the Blind and Visually Impaired

Chairman: Peter Witt
Panelist: Judy Scott

This workshop is a spin off of efforts to upgrade knowledge toward the blind and visually impaired. Two major projects they are working on include working with the community centers and university curriculum.

Peter Witt started with some background information on the blind and visually impaired. There is a wide range of visual impairments and their causes. The fewest individuals have the most severe problems. There are many myths and misconceptions resulting in a relatively unserved population. Today there is a new spirit of integration into regular services for all handicapped. Problems in the past include isolation, noninvolvement, lack of opportunities, lack of adaptations, and lack of understanding. These people can do amazing activities, they do not passively do nothing. These activities include running, beep baseball, skiing, swimming, and hiking. They can lead pretty much normal lives. We need to deal with the ability and not the disability of the blind and visually impaired.

A film "What Do You Do When You See A Blind Person?" was presented. It is done in a humorous way showing the right and wrong ways of dealing with the blind. Some examples include making sure they know you are talking to them, asking if they need help, talking to them normally (do not shout), and let them talk for themselves.

Judy Scott talked about how our attitudes influence our behavior. We need to use our common sense and ask the person if you do not know what to do. Some problems encountered are: just because they are not in the program does not mean they are not in the community, segregated settings in the past, and not enough knowledge which starts negative attitudes. Myths about the blind include:

They cannot do anything.
They are overly obnoxious.
They prefer to be together.
You need to talk louder to them.
They have improved senses.
A specialist to work with them is needed.
More expensive to work with the blind.
They are all alike and enjoy the same things.

Blind people are individuals! The attitudes toward the disability is more limiting than the disability itself. Do not underestimate what the blind person is capable of doing.

Adaptation is a lot easier and less expensive than starting a new program. It requires ingenuity, not cash. We need to make our programs open to the handicapped. We also need to ask how we can include the person and not just what to do with them. You must make the community aware of the adaptations. Also, let them choose the activity and have some responsibility.

The film "Not Without Sight" was presented. It showed different levels of blindness and visual impairedness. 99 million have a visual malfunction and most of these people wear glasses. 6.4 million have some type of visual impairedness or moderate trouble seeing even with glasses. 2 million have severe problems and a fourth of these have no sight at all. There are three kinds of visual impairedness. Tunnel vision is when the edges of vision are blurred. Cataracts is when total vision is blurred. Macular degeneration is when the center of vision is blurred. A small portion of the population is blind and they usually function well. The general population categorizes all visually impaired as totally blind and helpless.

Judy Scott then said to find the visually impaired by contacting the services for the visually impaired. Use these state and private agencies to find individuals to include in your programs and also to learn more and understand about these handicaps. The visually impaired can be a valuable resource in finding more individuals.

According to Peter Witt we need to educate ourselves toward the blind and visually impaired. He added that not all of the blame should be put on the recreation agencies. The visually impaired sometimes have trouble coping with their fears and problems. Society has a fear of the handicapped and tends to avoid them. We must remember that normality is when most people have a particular trait or act in a certain way. Abnormal has negative attitudes to the public.

Part of our jobs is to help the individual lead independent lives and help them find their abilities. We want them to be able to participate on their own. A good working principle is to make the least adaptation possible. This will show less difference between individuals and call less attention to the individual. It also allows the person to participate in most kinds of settings. These adaptations should not be expensive or time consuming. The blind do not have to or always want to participate with other blind individuals. Of course it will take more care and time, we may have to explain to the other participant's parents, and there is greater liability (which is usually overblown). We need to help orient these participants to this environment, use the buddy system with a sighted person, decrease the playing areas and use braille signs.

In the past we have waited for the blind and visually impaired to come to us. We need to take the initiative to check out the community and see if there is a need. The bulk of the handicapped are in the communities (95%).

Many handouts were available to the people attending this seminar. These included special activities for the blind and visually impaired, lists of films, and lists of books and references on the blind and visually impaired. These handouts are from the American Foundation for the Blind.

Slam Bang Theater -- Legislative Lobbying

Chairman: Jack Ashworth
Panelist: Leonard Ehrler

In this seminar we will start by defining lobbying; by trying to determine what it is, by examples of the legislative process, and by indicating how best to conduct oneself in legislative contacts. I am here primarily to explain what lobbying is without getting into the process that is involved. None of us can be considered as professional lobbyists, at least we are not registered. There are some Parks and Recreation directors that are professional lobbyists because they feel that their presence is important to the issues. All of us have been involved one way or another either for or against certain legislation. What we are most interested in is the legislative contacts that might lead to lobbying.

For 100 years up to the 1950's there was practically no legislation having to do with the Parks and Recreation profession least of all in the southwest. Furthermore, we were without contact with legislature on behalf of Parks and Recreation. But now it is almost a weekly affair that there is some legislature which our profession is going to have a definite interest. My duty is to give a case history of involvement in lobbying from the prospective of Texas Recreation and Park Society (TRAPS). However, what I say can be applied to any organization. We are not interested in how an individual can get himself in trouble with an organization, rather how an individual stands alone on his interests.

In 1978, TRAPS increased activism on certain legislative committee processes. We had a legislative committee that kept the members informed. Then we found we needed someone to go to the legislature and make recommendations. We found that officers could not represent the committee without being said they were lobbying.

Five questions then arose:

1. What would happen if TRAPS was guilty of lobbying?
2. What is "lobbying" and how it is legally defined?
3. Can an organization respond to inquiries from specific legislators and committees?
4. How can an organization "reorganize" to escape penalties of lobbying?
5. How should TRAPS (specifically) conduct itself as an organization in legislative contacts?

Examples of literature on how organizations get involved in lobbying were made available. Included in this literature is a legislator's request, an allied organization's response, an indication of partisan alignment, and a lobbying under revenue ruling.

What would happen if an organization lobbied? TRAPS has three types of "status":

1. "Texas Corporation" established by charter or articles of incorporation.

This is granted by the Secretary of State under the revised civil statutes of Texas. The preamble states "This corporation is formed for educational purposes; that is to say, education of all members of this society and of the public citizenry of Texas in the ways and means of improving public parks and recreation."

2. "Non-profit" (now called not-for-profit) status. This granted under the Texas Non-profit Corporation Act and can be changed or withdrawn by the Secretary of State.

3. "Tax Exempt" status (from individual and/or corporate federal tax). This comes from U.S. Internal Revenue Code of 1954. In the code there are two sections that cover tax exemptions. First, Section 501(c)(3) gives full exemption of all revenues. Secondly, Section 502(c)(6) gives exemption only for membership support services and public eduation functions.

What heppens if TRAPS is judged guilty of lobbying? First, they would lose their tax exempt status and all income would become taxable to the U.S. Secondly, they would lose their non-profit status, and thirdly, their charter would be revoked.

Now we get to what exactly is lobbying. The definition even by traditional means is cloudy. Webster defines lobbying as persuading members of legislature in the lobby. But there are no citations in the Texas Law Digest and there are no definitions in the Legal Words and Phrases volume. Only one case law or court finding that defines lobbying. The first Texas case in 1922 states "to address or solicit members of a legislative body in the lobby or elsewhere with the purpose of influencing their votes." The key word is influencing. If they are informing, they are not lobbying. If they are influencing, they are lobbying. To educate or to inform is to introduce to the mind information so as to inspire thought. To lobby or to influence is to introduce to the mind ideas or feelings so as to sway or bias opinion.

Then how can the organization respond to inquiries from individual legislators? We are not speaking of legislative subpoenas. We are speaking of requests for assistance. Every citizen or organization has a right to collect data, to draft and to explain a bill to the legislature and to ask that a bill be introduced or withheld. Without doing more, this violates neither public policy nor rule of law. Any group has a right to exercise its amendment rights of free speech and experience intellectual reasoning with its legislature so long as that group of petitioners is not exchanging something of value which would influence the legislative representative's decisions.

How can organizations reorganize to legally lobby? The only way to do this is to give up non-profit or tax exempt status. That is, they should cease to be an educational special interest organization and become a trade association. We must now determine how an organization should conduct itself in lobbying in order to retain the non-profit and tax exempt charter. It is important that neither the president nor a group of officers be involved in the lobbying. It is necessary for a full board to be involved. The problem is that no one acting innocently can be sure that they are not lobbying. They must go ahead and if the IRS thinks they are lobbying, then they must try to straighten it out before a suit is filed with the tax court.

Leonard Ehrler

We have to get more involved in our local affairs and state affairs in order to see what is necessary and to maintain a proper level of service for leisure serivces. Parks and Recreation professionals have been naive to the point of being ignorant about the legislative process. We have considered ourselves to be second or third class citizens, in that that is encroachment of governmental functions of which we are not a part of and that we consequently should stay away from.

Lobbying in Texas has been a shotgun affair. Lobbyists all have nicknames such as "Hired Gun" which means "I will help you get a bill passed and will share on how much it costs." Lobbying was not a respected profession for many years because they were more of the hired gun type. That has since changed. Texas lobbyists are now attorneys, judges, and successful businessmen. They are well managed and well-organized. The public financial disclosure in the past ten years has toned down the image that was so juicy and so much a journalist's dream. The lobbyists have decided what they believe in and have educated themselves in that belief. Let me quote from Ken Kramer on how a lobbyist feels today.

Leisure Industry vs. Legislative Process

"A number of reasons bring the Leisure Industry into a new and exciting perspective as it relates to the 'political process.'

As governmental employees, virtually third class citizens, we have forever looked at the political area as if it was perched on a lofty plateau. In today's fiercely competitive financial scene, no longer can we stand in awe, but must approach our responsibilities as leisure providers and facilitators in a serious, creative people with a purpose stance.

With much of our nation in disrepair and joined by the influx of new sunbelters we are faced with some very dire decisions. We have quickly moved from 'bigger is better' to 'needs assessment' to 'how do we keep our head up.' All of these stages have been exciting challenges but the excitement of today's fire soon drains the emotions. Planning begins to play an ever greater role in anticipating needs and hopefully even solving a few. Planning today must look past the available resources, to the actual development of those future resources.

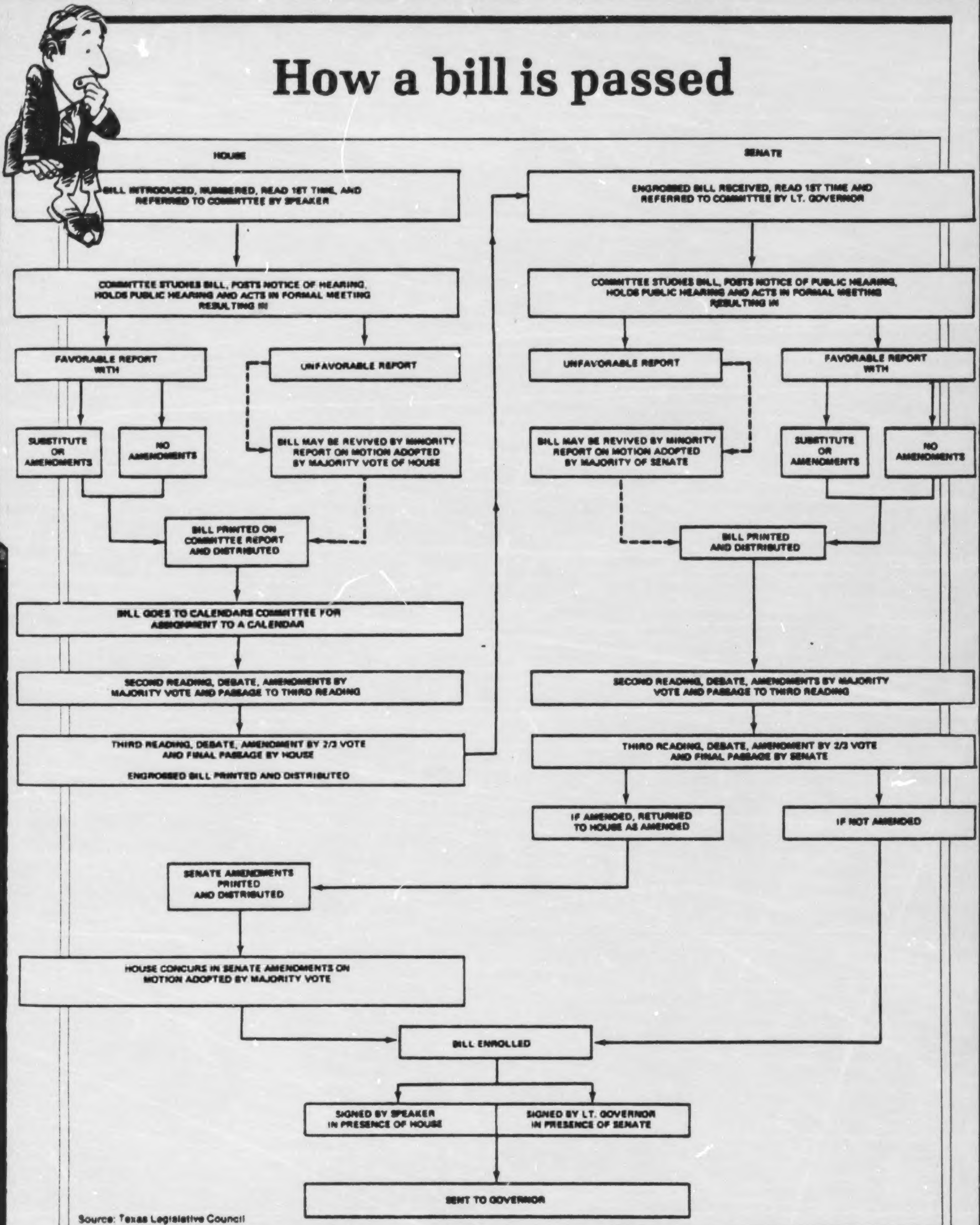
Our role and effectiveness is (unstable/unsure/undetermined) in dealing with the federal process, however, the state and local scenes present far different opportunities.

On the local scene we are beginning to see revitalization of the neighborhood influence. Some signs of the future can be seen as paid, full-time staff to coordinate and in some cases even cooperate with City staff, etc."

Each of the large cities in Texas have hired a liaison staff member whose primary purpose is a mediator between the city council and the state legislature via lobbying. Austin has a pair of lobbyists which are paid staff members of the city manager's staff who are the liaisons. Once a month they meet with representatives from other large cities and compare notes. This is a legislative lobbying process which we have been reluctant to get involved in. Legislators are not offended by these lobbyists who come to share information with them. They do not depend on them coming, but have to come to expect it.

You do not have to be a registered lobbyist to lobby nor do you have to be a registered lobbyist to testify. If you have knowledge of an issue that is important, it is imperative that you ask permission to represent these issues on a committee. If something needs to be passed, you must get involved.

How a bill is passed


HOUSE
SENATE
BILL INTRODUCED, NUMBERED, READ 1ST TIME, AND REFERRED TO COMMITTEE BY SPEAKER
COMMITTEE STUDIES BILL, POSTS NOTICE OF HEARING, HOLDS PUBLIC HEARING AND ACTS IN FORMAL MEETING RESULTING IN
FAVORABLE REPORT WITH
UNFAVORABLE REPORT
SUBSTITUTE OR AMENDMENTS
NO AMENDMENTS
BILL MAY BE REVIVED BY MINORITY REPORT ON MOTION ADOPTED BY MAJORITY VOTE OF HOUSE
BILL PRINTED ON COMMITTEE REPORT AND DISTRIBUTED
BILL GOES TO CALENDARS COMMITTEE FOR ASSIGNMENT TO A CALENDAR
SECOND READING, DEBATE, AMENDMENTS BY MAJORITY VOTE AND PASSAGE TO THIRD READING
THIRD READING, DEBATE, AMENDMENT BY 2/3 VOTE AND FINAL PASSAGE BY HOUSE
ENGROSSED BILL PRINTED AND DISTRIBUTED
ENGROSSED BILL RECEIVED, READ 1ST TIME AND REFERRED TO COMMITTEE BY LT. GOVERNOR
COMMITTEE STUDIES BILL, POSTS NOTICE OF PUBLIC HEARING, HOLDS PUBLIC HEARING AND ACTS IN FORMAL MEETING RESULTING IN
UNFAVORABLE REPORT
FAVORABLE REPORT WITH
BILL MAY BE REVIVED BY MINORITY REPORT ON MOTION ADOPTED BY MAJORITY OF SENATE
SUBSTITUTE OR AMENDMENTS
NO AMENDMENTS
BILL PRINTED AND DISTRIBUTED
SECOND READING, DEBATE, AMENDMENTS BY MAJORITY VOTE AND PASSAGE TO THIRD READING
THIRD READING, DEBATE, AMENDMENT BY 2/3 VOTE AND FINAL PASSAGE BY SENATE
IF AMENDED, RETURNED TO HOUSE AS AMENDED
IF NOT AMENDED
SENATE AMENDMENTS PRINTED AND DISTRIBUTED
HOUSE CONCURS IN SENATE AMENDMENTS ON MOTION ADOPTED BY MAJORITY VOTE
BILL ENROLLED
SIGNED BY SPEAKER IN PRESENCE OF HOUSE
SIGNED BY LT. GOVERNOR IN PRESENCE OF SENATE
SENT TO GOVERNOR

Source: Texas Legislative Council

Reorganization of Metropolitan Park and Recreation Systems

Chairman: Leonard Ehrler
Panelists: Sandra Matney
Hugh McKnight

With today's changing economy and business climate the need to streamline organization structure, increase efficiency, and maximize consumer benefits in order to get the most out of the inflated dollar has reached parks and recreation departments. A great number of departments are operating with "pruned branches" on their money tree. This is continuing to force many to layoff or terminate personnel, cut programs, and reduce frequence of maintenance resulting in a less than favorable public image. In the struggle to meet the needs of a growing population, many departments are looking among their organizations and asking, "How can we improve or change for the better?" This leads to the topic of reorganization and how to do more with less.

Approaches presented here may provide answers.

The Tulsa Approach

Tulsa's reorganization took place as a result of these factors:

1. They wanted the most of their dollar
2. They desired to deliver services with efficient and respected employees.
3. Their organization hadn't changed in 25 years.

These factors were the major focus of research conducted by the staff and director for a period of two years.

In looking at the changes in organization structure it was decided a redirection of energies and some new challenges were necessary. If changes did not occur the organization and its personnel would lose direction.

Other initial research efforts looked at the following:

Was reorganization going to do us some good?
What are the priorities and needs of the organization and the public as we delivered our services?
To look at new directions we felt important for the department to take?
To see if reorganization would aid us in seeking answers to the previous questions?

Most of this research was conducted by senior staff.

Research also led the department to find problems associated with fulfilling the needs and finding those internal functions of the organization which could be deleted, modified, additional functions, and those which would remain as to the needs of the organization.

The director was responsible for meeting with the park board to try and establish a policy direction. This was not successful because the board felt it would "pin them down" as well as the department.

In formulating the reorganization structure, items such as where functions should remain, how functions could be shifted and how are you to improve or establish lines of responsibility and authority which are more beneficial than those currently drawn must be established.

In perceiving a major structure change, it was decided this could best be kept in the director's office. This was a radical and dramatic shift from the norm. The shift worked well and is also where the Tulsa approach differs from the others.

The results of research also led to a number of beneficial changes in structure, lines of authority and responsibility, and the overall appearance of the organization. The first of these, a name change, from the divisions of Parks and Recreation to the updated Park and Recreation services. In the past there were 3 park maintenance and 5 recreation districts which led to a large amount of line crossing, miscommunication, and lack of known authority and responsibility. This was refined into 3 districts where one person is responsible and accountable for all activities in that district. To meet city civil service regulations these were phased in.

The transition took 6 months which caused some problems. Budget planning fell during this time creating chaos in that procedure. The park board decided to reallocate some resources within the department from recreation to park maintenance where it felt the greatest needs were. This angered the public and raised fears of job security among some employees.

Although no new positions were added, some personnel changes did occur.

Some problems resulted from making the wrong decision. These are being cleaned up by consolidating functions, clarifying lines of responsibility, and even separating a few functions.

The transition was successful and great improvements were made in the delivery of services, quality of maintenance, and exploration into areas of public relations and special events has occurred where previously only marginal lip service was given. Some problems still exist such as adoption of new structures and other lines to support departments which were not carried out. We coordinated with the personnel and budget departments since we were dealing with people and money. This was not a necessity because we are a relatively autonomous group within the city.

The Dallas Approach

Dallas reorganized to keep up with changing times. The economy, unemployment, an influx of families to the southern corridor, changing cultures and changing traditions were the factors looked at among others which are affecting our world today.

The structure which existed before reorganization was similar to a flattened out umbrella. Great difficulty in flows of information, internally passed instructions, and the realization that delivery to the services to the public was therefore affected disturbed department personnel. The authority did not lie with the responsibility.

Director Jack Robinson, had talked with several staff and city officials from other cities contemplating reorganization. With information obtained through them he decided that this was necessary for the Dallas Parks and Recreation Department.

Using a task force approach, four teams of four to six people, ranging from assistant director to general supervisor, we organized around an already developed theme and started the process. The teams were given the job and responsibility of defining the structure of the organization including the number of geographic regions, support systems, and to accomplish this with no negative budget impacts. Each worked independently and individually with the chairperson of each sitting on a composite committee which sorted through the team's recommendations using the best and interjecting their own recommendations. Using this method, it was decided Dallas would best be served by three geographic regions with equal responsibilities but not equal numbers of facilities, size, or number of employees. These teams were also responsible for determining which functions would remain centralized and which would be decentralized.

The overall functions, the arts, special programming, and like functions, were also reviewed as to which would remain centralized and which would be handled by each region. It was necessary at this point to define the leadership and position/classification system. It was decided six assistant directors were needed. One would be responsible for each of the three regions, one for the zoo, one for the departmental affairs office, and one for the office of the directorate. The position/classification system had some inequities, strange and varied titles, and no clearly defined career ladder.

Reclassification of personnel, categorization of personnel into key categories, and clearly defining the career ladder were the tasks completed in this step.

The plan was then turned over to the city personnel office and after several months a plan was approved.

In the reorganized structure, 100 positions were eliminated but only 23 of these were budgeted and 18 filled at the time. Of these 18, two or three have yet to find another permanent position but the remainder were placed in new positions or in one of Dallas' other city departments. The park board and the city manager were kept well informed and provided full support throughout reorganization.

Implementation was completed on October 1, 1982, one year after the process started. Changes are still being made and this will continue for about 2 years. One of our biggest changes fell in the area of recreation programming. The process is now completed in each of our regional offices.

This was an exciting process, traumatic at times, but in living through it to see if we handled the challenges correctly will in itself be reward enough. All of us see the challenge, to see if indeed you're ready to move into the future. If you're in doubt as to your readiness, look at how you're organized and how you are prepared to meet the changing trends.

The Austin Approach

Having had the opportunity to talk with those who had undergone the reorganization process allowed us to use the best and dismiss the undesirable. We, in essence, were able to accept some givens which we could not deviate from because we all face them.

When our completed master plan was adopted, an action plan was also established to allow the plan to live and not just gather dust on a bookshelf. Our perceptions and the expectations of our role in the city as to leisure needs and the delivery of services to meet these needs were not receiving failing grades but we found ourselves going through a tremendous amount of agony in the field delivery of services. Changes were needed to bring us back on track, and improve ourselves so as not to fall further behind with our broadening bases. We were shortening our lifespan and abilities in order to meet the needs. Our improper organization and heavily taxing division responsibilities also began to show. These inequities helped us justify reorganization by surfacing from time to time with no concrete facts.

Our thoughts of reorganization, rehabilitation and restoration were always there when we looked at how we would change their workstyle and commitments they had made and been comfortable with over a long period of time. Our approach was different in that we learned from other's experiences and wished to lessen the trauma by making reorganization smooth. We didn't know whether reorganization was necessary but if it was, a valid reason needed to exist. We found ours amongst our personnel.

Reorganization doesn't simply deal with offices, machines and space it also deals with personnel. Using this precept a personnel profile of supervisory personnel was conducted. Enlisting the help of a consulting firm of psychologists already doing some communication work for us, a Myers-Riggs method profile. Results of this were astounding as we found some of our personnel had fallen into categories which isolated them and they found that suitable. Fifty-one percent fell into an introvert category which surprised us. This put them into single purpose performers, unaware of anything around them which gave us some incentives. Sixty-three percent were thinkers, decisionmakers, and this category was deemed important. Seventy-six percent ended up being judge/controllers which spoke of rigidity.

The profile gave us our power brokers, the power base, although it was not the high percentage of specific categories anticipated it was divisionary. Having established this the commitment to reorganize was made.

In making the commitment it was necessary to get the department behind the idea, backing us, throughout the process, through thick and thin.

The "task force" was then formulated using one assistant director and all eight superintendents within the department. The director observed a "hands-off" policy giving them the freedom necessary to find the answers. The theme or commitment these people sought answers for was the reorganization of a large part of the organization, from its present form of management by objective concerted to a corporate style of management allowing decisions to be made in the field. This would give as much authority and responsibility to the furtherest level of service delivery and back them one hundred percent. To do this, you need capable people who can work throughout the various groups in the department.

Two other commitments made during the early stages were: that no one would be discharged and that no one would be demoted or given a lesser responsibility. These allowed for changes to provide upward mobility.

The task force along with that commitment fresh on their minds sought some new positions in the budget, recommendations from research and budget, the city personnel office and the city managers office on reorganization. Individuals were also asked to commit themselves to stay where they were and allow some time to pass so that some analysis and evaluation of positions could occur and also to allow personnel to move them up in a more natural procedure working within the current budget.

We were given an additional thirty budgeted positions as a result from increases in facilities, land acquisition and all had line responsibility. Some were consolidated to offset needs.

Structure changes resulted when the pyramidal management by objective structure gave way to the corporate style now being used in half of our divisions. Names and titles changed, not in lieu of money, but clarify descriptions and evoke more of an individual commitment upon those who filled the position.

Rumors and fears of job security were big problems dealt with by having periodic meetings with personnel and reminding them that the commitment to do this came from them as a group.

The consultants remained throughout the process, having established the department personnel profile, serving as communication contact with the personnel of the department. They also monitored all planning activities keeping them on an even keel. To remind us of what we have been through, they have compiled all of the information.

As of December 1, the task force has been fine tuning the results while dissolving themselves. The fine tuned results will be taken to the city manager's office for endorsement and adoption.

We were fortunate in that some real value came out of our reorganization in the opportunity to fulfill our affirmative action commitment. This is paramount in today's world where the political base, the politicians, have commitments to good, solid affirmative action programs. Our program doesn't lock us into traditional and historical job designations but gives us flexibility and a fresh shot in the arm. You can do three things; be innovative, don't lose your guts and quit, make things happen!

In the end we found our greatest supporters to be the staff. Through commitment towards reorganization, role expansion, promotion and growth have occurred. If it didn't happen to you an opportunity existed. Our only mobility is up and no positions will be lost with our attitude.

Plan implementation will occur once the reorganization has been approved by those responsible. Immediately thereafter top level management implementation will take place with the bulk remaining until the budget process occurs.

As you can see the methods are innumerable, but you must select a plan that best suits the needs of your department as well as the community. Like these groups have done, pick and choose your options from proven ideas and use them. Remember that this process is not necessarily a "bail out" process but a problem-solving procedure for today's organization climate of more with less.

How to Get More Out of Community Survey Data

Chairman: Dr. Susan Hudson
Panelist: Peter Witt

As the calender moves into the 1980's, we as Recreation and Park Professionals move toward a more efficient means of delivering leisure services to the people of our communities.

How then, can we escape the forces of the traditional Director Provider Role and become more effective Facilitators, while meeting the high standards we demand? The answer for many of us is learning more about the wants and needs of the communities we serve. There are many ways in which we can learn more about our communities, each with its positive and negative aspects. One such method of information gathering is a Needs Assessment Survey, which has aided countless agencies in developing responsive programming and facilities.

In the following, we will look at the benefits of conducting a needs assessment and the advantages of conducting a needs assessment survey.

Why Collect Information

Often the first question asked by professionals considering a Needs Assessment is "Why collect information or bother with a community survey?" There are many reasons for obtaining this type of information. The following are three advantages of collecting survey data:

1. Assisting in the Planning process
    a. Programs - the information gained can help an agency determine the need for program type, size, and diversity.
    b. Facilities - the development of new or the maintenance of old facilities can be justified with the data collected in the survey.
    c. Promotion - the use of a survey can help determine if the general population is aware of your programs and facilities. The instrument may also aid you in your media choice, that will be most effective in reaching the members of your community. All aspects of the Marketing Mix can also be considered (Product Development, Pricing, Promotion, and Product Distribution) in the information gathered in the collecting process.

The Needs Assessment Survey should not only be considered as a tool for gathering community information, but also be considered as a means for justifying certain decisions by an agency.

> "Needs Assessments can provide the support data necessary for justifying requests to a political body. Not only are the findings valuable, but also the very fact for doing a Needs Assessment is likely to impress, for it may demonstrate to the

community and its decision makers that vis-a-vis other departments in the agency did its homework. Citizens who feel they have some impact on the services being offered to them may react more favorably to the agency and its programs." (Dr. John Crompton, National Park Service, 1982, Forthcoming)

2. Can assist in the Political process
   a. the information from the survey data can be used as justification when presenting plans or needs to a Board or Council.
   b. the survey instrument and its findings may gain support for Bond Issues.

3. Can assist in the Evaluation process
   a. In conducting a survey, we can determine how often our services are actually being used.
   b. The survey can help us determine how people perceive the agency, its role and performance, and what the public expects as far as programming and facilities.

The survey data that is collected should not be used as the sole means for administering services. It should be used as a supplement for the traditional decision making process. An example of this may be seen in the community saying it is in favor of the development of new swimming facilities, but when it comes down to actually supporting its development with increased taxes, they may answer differently.

What Information To Collect

It is important to gather as much relevant information as possible from your community without straying from your original objectives.

The following are key areas from which you should consider obtaining information.

1. Sociodemographic Information:
   Income, age, sex, and ethnic backgrounds are just some of the important variables which will enable an agency to seperate your clientele into workable groups.

2. Usage and Awareness of Recreational Opportunities
   Information regarding usage of facilities and parks, will enable the agency to evaluate participation trends and evaluate publicity methods which are currently being used.

3. Attitudes of Participants:
   A very essential part of your survey should deal with the question of user attitudes towards your programs and facilities.

What Do You Want To Learn From A Needs Assessment Survey

Determining what you want to learn from your survey is the most important mission of your process. Without an exact purpose, your instrument may gather information which is irrelevant to your needs. A clear set of Objectives will be very important as it will set the guidelines for question development. Also it will serve as a measurement and evaluation technique to test the effectiveness of your instrument.

For example, the following are a set of objectives used by the City of Austin, Texas Parks Department to guide the Needs Assessment Survey they conducted.

Overall Objectives

1. To provide the data necessary to facilitate development of the Department's new Master Plan.

2. To solicit information which will assist in making further management and/or marketing decisions.

Specific Objectives

1. To identify the priorities of citizens of each geographic zones and in different sociodemographic groups for:
   a. New or renovated facilities, amenities, and services in their planning district.
   b. The allocation of PARD tax funds to the various types of the department offers.

2. To solicit citizens guidance as to further future direction of the department as a Provider, Facilitator and Outreach agency.

3. To increase an understanding of why many citizens of Austin do or do not take advantage of the services offered by the PARD.

4. To identify the level of prices acceptable to users of specific types of recreation facilities and services. To identify the level of tax support acceptable to non-users of specific recreation facilities and services.

5. To identify the extent of constituence use and support for each type of service of PARD. (Dr. John Crompton, National Park Service, 1982, Forthcoming)

What Survey Method Should We Use?

It is very important to consider all possible alternatives when choosing the type of survey methods you will use. Mail, telephone and personal interview are the three most common types of data collecting. Each of the methods will revolve around the agency's restraints concerning time, money and qualified personnel. A list of the types of surveys in figure one, show the pro's and con's of each method.

Division of Recreation and Leisure Studies
North Texas State University
(Dr. Peter A. Witt, North Texas State)

Comparison of Mail, Telephone, and Personal Interview, Data Collection

Questionnaire	Mail	Telephone	Personal Interview
Length of interview	Shorter the better	Short (usually half-hour or less)	Longer (one hour or longer)
Complexity of questions	Must be simple	Must be simple	Can be more complex with use of response cards.
Flexibility (skipping)	Poor. Skipping dangerous	Excellent	Excellent
Probing	Poor	Better	Best
Getting at reasons ("Why")	Poor	Better	Best
Touchy subjects	Relatively good	Risky-may hang up	Risky-may bias replies
Control of question order	R may read ahead	Excellent	Excellent
Sample			
Sample bias	A real problem. R's usually higher in education and interest. And other biases uncertain	Underrepresents low income (no phone) and high income and others (not listed, especially in urban areas. But note random dialing.)	Best. But occasionally a problem.
Sample of nonrespondents	Often necessary	Usually not necessary	Usually not necessary
List availability	Must provide list of addresses	Free, renewed annually.	Area problem sampling. Must get maps, population estimates by subarea.
Geographic clustering	------------	Sometimes.	Often

(But usually not dangerous if reasonably large number of clusters)

fig-2

	Mail	Telephone	Personal Interview
Sample (continued)			
Stratifying information	May have	Usually not available. Must be after population as a whole.	May have income, race, etc. by area (from Census etc.)
Interviewing			
Response rate	Low: 15% of so for a single mailing to the general public, higher for special groups, especially professionals, and for several mailings	Good. 70-90% possible	Good. About 80
Interviewer cheating and bias	None	Can occur. But supervisor can counteract to considerable extent.	Can occur. Can telephone a sample of R's to check cheating.
Identity of R	Not certain	Known	Known
Administration and Cost			
Cost	Low, especially if response rate is high and telephone sample of nonrespondents not necessary.	Low	High; 3 or more times cost of mail or telephone
Administrative load	Light	Heavier; must hire, train and supervise telephoners.	Heaviest; must hire, train, supervise, check, and pay at a distance.

fig-3

Division of Recreation and Leisure Studies
North Texas State University
(Dr. Peter A. Witt)

Checklist on Designing a Questionnaire

1. On a self-administered questionnaire attempt to keep open-ended questions to a minimum.

2. Arrange topic areas and/or questions in logical sequence.

3. Keep all instructions short and clear (preferably in parentheses and italics).

4. Arrange the number of questions per page so that there is adequate white space, e.g. don't crowd questions on any page.

5. Have a title of the survey on the questionnaire.

6. Ask the respondent only the information that you don't already have. The name of school, region, etc. that you know should be part of precoded identification of questionnaire.

7. Prepare adequate code categories and include "Other (Specify)" when necessary.

8. Have the questionnaire properly precoded.

9. Leave adequate lines or space for the respondent to answer open-ended questions.

10. When the topic changes noticeably, provide a lead-in sentence as transition.

11. Keep the questionnaire as brief as possible.

12. Tie factual questions to a definite time period, e.g. since January, the last time you . . . , etc.

13. Strive for simplicity in word use and question construction.

14. Be sure you are only asking one question at a time.

15. Eliminate unnecessary and redundant questions.

16. Screen out respondents who should not answer certain questions by using skip patterns.

17. Be consistent: Use "Circle number" or "Check box" not both on one questionnaire.

18. Include "Thank you" and reminder instructions for returning questionnaire after last question.

19. Have questionnaire professionally reproduced whenever possible.

fig-4

SUGGESTIONS FOR QUESTIONNAIRE DESIGN

1. Determine the specific purpose (s) of your questionnaire.
2. Tailor your questionnaire to the audience.
3. Decide how the questionnaire is to be scored.
4. Title your questionnaire.
5. Keep instructions short and clear (preferably in parentheses and italics) separate when possible.
6. Be consistent: Use "Circle number" or "Check box" not both on one questionnaire.
7. Keep the questionnaire as brief as possible.
8. Ask only for information that you really need.
9. On a self-administered questionnaire keep open-ended questions to a minimum.
10. Leave enough lines or space for the respondent to answer open-ended questions.
11. Arrange the questions so there is adequate white space. Don't crowd questions on page.
12. Include "Other (Specify)" when necessary.
13. Tie factual questions to a definite time period, e.g. since January, the last time you ..., etc.
14. Be sure you are only asking one question at a time.
15. Make simple and direct questions.
16. Arrange topics and/or questions in logical order.
17. Employ outline form in lettering and numbering sections and questions, e.g. Section A, Question 1, Item a. Be sure not to use any number more than once.
18. When the topic changes noticeably, introduce it with a lead-in sentence.
19. Include "Thank You" and reminder instructions for returning questionnaire after last question.
20. Have questionnaire professionally reproduced whenever possible.
21. Correct English-proof.
22. Field Test
23. Asking Sensitive Questions - treatment
24. People don't like - Don't Know
25. Number all Questions

What To Do With The Needs Assessment Findings

After the survey has been completed, information coded and interpreted, it is important to return to your Assessment's objectives and see how you faired in achieving them.

The final report should be presented in document form with a written text written in a style that is understandable to the reader. The report itself should also include an Executive Summary which is a brief statement explaining:

1. The purpose of the study
2. Methodology used
3. Findings
4. Conclusions
5. Recommendations and Summary

It is not important to summarize everything in the survey, but only the highlights which you wish to address to the audience's interest.

The whole idea behind the Needs Assessment Survey should be considered carefully. The positive gains that an agency may benefit may not be realized in the survey's first reviewing. The survey instrument can be used year after year as a tool to examine different aspects of your community's changing needs and wants. Probably the most important aspect of the Needs Assessment Survey is that it can be continuously changed and offered to the community. This will enable the PARD to compare previous surveys with older ones. Attitudes, user groups and participation rates can be compared, enabling the agency to determine future trends.

In many communities, the Needs Assessment usage is just now being realized. It is these innovative departments that will be able to weather the hard times, because they are able to change in response to citizens' needs and wants. Parks and Recreation is big business, let's begin to properly market outselves as well as our services, and show the communities we care for them and their future needs.

Weed and Brush Control in Rights-of-Way Management

Chairman: Al Johnson
Panelist: Dr. Rupert Palmer

Weeds and brush on county roads obstruct the view of bridges and road signs, limit drainage, and generally hinder safe and efficient operation, use and maintenance. Mechanical controls require large expenditures; chemical control is more economical and easier, and a savings of $100 per mile per season is possible with chemicals.

If a county director of park and recreation is interested in initiating a weed and brush control program, the first step should be a meeting with a weed control specialist to discuss the subject. The count extension agriclutural agent can contact the specialist and schedule the meeting. A tour of the county should be made in the spring by the weed specialist, park and recreation director, and county agent, which will provide the weed specialist with information about the extent of the weed and brush problems.

In Texas, for example, at least one member of a weed and brush control crew must have a non-commercial pesticide applicator license. The license is issued by the Texas Department of Agriculture (TDA), Agricultural and Environmental Services Division after training and testing in rights-of-way weed control is completed. Training materials are available at TDA district offices or Texas A&M University Research and Extension Centers.

If a county initiates a chemical control program, it is advisable to treat trial areas initially, evaluate the results, and then proceed to larger areas after critical appraisal of application methods and results. If some weed and brush species are not controlled with the herbicides, contact a weed specialist for advice and assistance with the escapees. Accurate records of applications should be kept by marking a county road map by color code for chemical and date.

The following chemical treatments are brief statements about some selected herbicides and their application. However, always read the product label for specific information. Herbicide products named are not intended as endorsement of the product and any other formulation containing the same active chemical is equally as effective.

Bermudagrass Release

This involves the use of selective herbicides for control of grassy and broadleaf weeds so as to permit bermudagrass to grow and cover, and reduce soil erosion. The following chemicals have been effective in Texas:

MSMA as Bueno 6 by Diamond Shamrock was used at 3 pounds per acre for the first application followed by 2 pounds per acre for the other treatment during the growing season. MSMA is effective for control of

Johnsongrass, dallisgrass, vaseygrass, grassburs, and ragweeds. Diuron, as Karmex 80 percent wettable power, by E.I. DuPont, is applied at a rate of 1 to 2 pounds per acre and can be tank mixed with MSMA for use when johnsongrass is 10 to 12 inches tall. Diuron acts as a residual chemical and kills young seedling grasses and weeds in bermudagrass.

Glyphosate as Roundup by Monsanta, mixed at a 1:2 ratio with water and applied by a ropewick applicator over johnsongrass, is effective when the weed is in its early boot stage.

A tank mixture of 1.5 quarts of Roundup plus 3 to 5 pounds per acre of oryzalin as Surflan 75W by Elanco is an effective treatment when applied in September or October. This treatment is sprayed over the johnsongrass and weeds. The Surflan is residual and controls cool season annual grasses and weeds in bermudagrass. If Roundup is used for two applications, use Surflan plus Roundup tank mixture in the spring for the first spraying. This early treatment controls seedling reinfestation. If Surflan alone is used, apply it in February or early March followed by either Roundup by ropewick or MSMA as a spray described above.

Encroachment

This term applies to the edge of the pavement or gravel road where grasses creep upon the road edge and require scraping by a grader.

Hexazinone as Velpar 90W by E.I. DuPont at a rate of 4 pounds per acre as a spray in early spring is effective for control of bermudagrass and other susceptible weeds. Treat a strip about 2 feet wide along the edge of the road.

Roundup at 4 quarts plus Surflan 75W at 5 pounds per acre is effective when applied as a spray from May through August. This is effective for bermudagrass and other weeds.

Prometon as Pramitol 25E by Ciba-Geigy is effective for new asphalt or cutback asphalt roads to extend the life of the asphalt and prevent weeds from coming through. Pramitol can be applied under new asphalt roads or mixed with cutback asphalts such as RC, MC, and SC.

Brush Control

Woody Species along the rights-of-way, roadside ditches, and fence lines can be controlled with the following treatments. Avoid use near desirable trees and shrubs.

Velpar L as an undiluted basal (base) treatment is useful in a spot gun at a rate of 4 to 8 milliliters per 2-inch stem diameter to susceptible species as a spring treatment.

Bromacil as Hyvar XL by DuPont in a spot gun at 5 to 10 milliliters per 2-inch stem diameter can be used in the spring.

Tebuthiuron as Spike 5 percent granular by Elanco as a spot treatment is effective at a rate of 4 ounces per stem.

Spike 80W can be used at a rate of 3 pounds per 25 gallons of water; apply 4 liquid ounces of this mixture per stem. If a small compression sprayer is used mix 0.5 pounds of Spike 80W per gallon of water and apply one ounce per stem. For brush stems larger than 2 inches in diameter, apply two spots per stem on opposing sides.

Brush control can also be accomplished by basal treatments and continuous spraying.

Equipment

The herbicide sprayer should be designed to apply the chemical accurately and place the herbicide on target. The type of spray equipment that has performed well in Texas for efficient weed and brush control is the Swinglock Sprayer manufactured by Cibolo Manufacturing, Inc., Jourdanton, Texas.

Porter Manufacturing Corporation, Lubbock, Texas recently designed their precision herbicide sprayer, Select-A-Spray model SW37. This sprayer uses the UTM 60H liquid chemical dispensing system by Walm, Inc. which does not require pumps for agitation. The herbicide concentrate is injected into the water stream, mixed in the pump and delivered to the nozzle. The UTM 60H system has many advantages over the other liquid dispensing systems for herbicides. Ropewicks are available in several different designs which will effectively apply Roundup for weed control.

Cost Analysis

Example of project cost analysis of spraying county road rights-of-way in Jefferson County, Texas, Mosquito Control District 1983. Data on all variable and fixed cost were carefully kept during 1982.

- one man operator
- one manager of project
- Swinglock sprayer and truck $28,000.00
- 855 miles of roadsides sprayed in 4 precincts, spray swath 40 feet
- Equipment maintained by operator
- Chemicals purchased on bid

Cost Per Acre

Chemical (fixed and variable cost included)

1. MSMA - 3 lbs. a.e./acre/TR. $12.31
2. MSMA - 3 lbs a.e.+1-1/2 pts. Banvel 720/acre/Tr. $20.86
3. MSMA - 3 lbs. a.e./+1 pt. Banvel/acre/Tr. $14.08/A.
4. Roundup - 1 qt. + 3 oz. Oust/Acre/Tr. $42.19 (not used in Jefferson Co. 1982)
5. Either Roundup 1 qt. alone or Oust 3 oz. alone/acre/tr. $23.44 (not used in Jefferson Co. 1982)
6. Cost of spray equipment per acre/Tr. $.77 included in chemical cost above) 5-10 year depreciation with salvage value.

7. Some values for Chemical costs
   a) MSMA $13.75/gal. in 5 gal. containers Vineland Chemical (1983 bid Jefferson Co.)
   b) Roundup $18.00 per quart Monsanto
   c) Oust $6.25/oz. E.I. DuPont
8. Shredding (fixed and variable cost included) Wharton County, 1982, Precinct 2
   Average cost of shredding per acre $25.00. Approximately 2,400 acres shredded with 2 shredders (10' and 5') and a 12 man work crew pool with average salary $15,000. Shredded 4 times per year, total man days shredding 675.
   Shredding crew - 5 men, 4 shredders, 1 crew chief.

Personnel Management - Overcoming Stereotypes

Chairman: Gloria Mata Pennington
Panelist: Prenis Williams

At the beginning of the session, the group was divided into three smaller groups and were handed the following exercises. We were to read the job description and the facts concerning the applicants, and then as a group decide who we would hire to fill the new position.

JOB DESCRIPTION
Supervisor of Facility, Construction and Repair
$10.50 Per Hour

I. Actual Duties

Plans, organizes and directs through subordinate supervisors the activities of crews engaged in construction and repair projects of parks, grounds, walks, fences, playscapes, small buildings and other public facilities. Assigns short and long term work projects by priorities and complexities of jobs; reviews work in progress and upon completion to assure compliance with city and department standards; directs the processing of time, equipment and material changes; receives and follows up on citizen complaints; inspects fences, walks, small buildings and other public facilities for needed repairs and rebuilding; recommends selection of employees and directs their training through subordinate supervisors; prepares various reports and performs other related duties as required.

II. Minimum Qualifications

A. Training and Experience: Any combination equivalent to 3 years or more experience in construction, maintenance or repair including at least one year experience as a supervisor.

B. Knowledges and Skills: Considerable knowledge of methods, procedures, materials, tools and equipment used in the construction, maintenance or repair of building; working krowledge of modern principles and methods of personnel management and supervision; working knowledge of operational safety practices and procedures.

Skill in planning, organizing, directing, controlling, coordinating and staffing the construction, maintenance and repair activities of personnel assigned; in the reading blueprints, plans and specifications; in training subordinates and maintaining good working relationships with other city employees and the general public.

C. Licenses or Other Requirements: Possession of a valid commercial operator's license issued by the State of Texas where applicable to work assignment.

D. Working Conditions: Out-of-door environment subject to changing weather conditions. Noise, dust, vibration, fumes, etc., normally present under operating conditions.

Exercise Situation

You are the Superintendent of Parks of a small department. The division consists of two sections, of which you have 2 supervisors, both anglo males. Your approved budget allows you to add a facility construction and repair section to the division. Your task is to hire a supervisor of that section. You felt that 8 applicants were prospects and therefore screened them for interviews. Below are significant facts ascertained from the interviews. Your group should make a selection for the position from these applicants.

A 46-year old black male with beard and ill-kept afro. Has been out of work for two years. Never worked as supervisor before, but has 16 years experience in construction. Worked as foreman/crew leader on 10 different construction jobs over a one-year period.

A 25-year old clean-cut well groomed, very articulate anglo male. Has two years of college and 3 years experience working with his father who owns a construction company. Spent last 2 years working closely with father learning the business.

A 26-year old very attractive hispanic femal, married and has a 5-year old child. Spent 3 years working in Alaska supervising inventory crew while her husband worked as supervisor of heavy equipment crew. Came back to states in order to be near both families.

A 32-year old anglo male with BS in carpentry. A masters in personnel management and 4 year's experience as a public service worker for a neighboring city.

A 26-year old anglo male handicapped. Has BS in construction management. Worked for three years as a mail clerk and supervised the staff development team for a major construction firm.

A 33-year old anglo male with BS in land management. Managed a restaurant for 5 years, worked as building inspector for neighboring city for 2½ years and is presently working on masters degree in real estate management at local university.

A 28-year old hispanic male with one year of college. Worked 3½ years as supervisor of renovation for a real estate company. Had 2 years of college (personnel management). Dropped out of school due to lack of funds.

A 35-year old anglo male with 3 years of college majoring in building construction. Started working for a building construction firm as a carpenter the summer following junior year. Within 3 years, he became job foreman supervising the entire building construction crew for the firm, the position he now holds. He has worked for the firm for a total of 13 years.

There is no right or wrong answer to the exercise, but it does bring up questions concerning hiring minorities and the Affirmative Action Laws. Prior to the exercise, the group was asked if anybody worked for a company with Affirmative Action Laws. In the exercise, there were no Affirmative Action Laws to consider in making a decision of who to hire, but if there was a set of guidelines to follow, would the decision we make fall within those guidelines or would re disregard the guidelines set by the laws altogether. By law, one must adhere to the Affirmative Action Laws.

Besides providing new job opportunities through Affirmative Action, equal employment laws offer job applicants protection against discrimination. New legal precedents are continually being set as employers enter into forced or voluntary compliance with laws barring discrimination. Employers must dispel all preconceived notions--stereotypes. Everyone who hires and those who apply should: (1) know the laws, (2) determine how the laws can effect you, employers, and the labor market itself, (3) know what your rights and responsibilities are, and (4) know how the laws are enforced. A copy of key laws follows which tells the law passed, what it prohibits in relation to discrimination and whom it applies to. Also following is an exercise dealing with the legal grounds an employer has when hiring.

KEY LAWS

Title:	Prohibits Discriminatory Hiring on the Basis of:	Applies to:
Equal Pay Act ('63) Amendment ('72)	Sex (in salaries & fringe benefits)	All private and public employers
Civil Rights Act ('64)	Race, religion, national original, sex.	All employers with 15 or more employees, state/local governments, employment agencies, corporations.
Executive Order 11246 ('65) Amendment ('68)	Age, sex, race	Any employers wtih federal contracts of $10,000 or more. (Virtually all major U.S. Corporations & cities)
Revised Order #4 ('71)	Sex, race	All employers with 15 or more employees.
Age Discrimination Employment Act ('67)	Age (40 and older)	All private and public employers, employment agencies.
Rehabilitation Act ('73)	Handicap	All federal contracts and subcontracts of $2,500 or more.

Any employer can legally: True False

1. Refuse to hire women who have small children at home. ____ ____
2. Generally obtain and use an applicant's arrest record as the basis for non-employment. ____ ____
3. Prohibit employees from conversing in their native language on the job. ____ ____

	True	False
4. Rely solely upon word-of-mouth to recruit new employees if his employees are mostly white or male.	_____	_____
5. Refuse to hire women to work at night, because he wishes to protect them.	_____	_____
6. Require all pregnant employees to take a leave of absence at a specified time before delivery date.	_____	_____
7. Establish different benfits - pension, retirement, insurance, and health plans for male and female employees.	_____	_____
8. Hire only males for a job if state law forbids the employment of women in that capacity.	_____	_____
9. Refuse to adjust work schedules to permit an employee time off for religious observances.	_____	_____
10. Disobey the Equal Employment Opportunity laws only when he is not acting intentionally or with malice.	_____	_____

In the exercise dealing with the different circumstances that an employer may face when hiring, one should have answered false in each case.

Today, which are considered minorities? Ethnic minorities consist of blacks, browns, orientals and Indians, while other groups which fall into the group of minorities are women, handicapped, and elderly people. It is very difficult for minorities to receive jobs, at times, due to discrimination.

Minority applications are often rejected because the applicants are unable to meet job qualification standards, usually educational standards. Thus, the employee selection process hurts a disproportionate number of minority job seekers. Anglos can also be discriminated against in this manner, but minorities bear the brunt of these selection procedures.

Height, weight, and physical agility requirements are sometimes used to discriminate against hispanics, women and the handicapped. The requirement of language ability in English is also related to discrimination towards ethnic minorities.

The problem of finding suitable employment at a decent wage is, of course, a problem that besets many persons. Older workers, however, find employment particularly difficult to find for a number of reasons:

1. Older persons find it hard to travel as much as some jobs require. Even getting to and from work may present problems; many older persons no longer drive or have never driven.

2. Older persons may lack the strength to perform the manual labor that the job entails.
3. Older women often lack the credentials necessary to compete for jobs; many have spent the major part of their lives as homemakers.
4. Mandatory requirements.
5. Age discrimination.

The laws prohibit employers from denying jobs or dismissing employees (40 to 64 years old) solely because of age. However, the law is not broad enough, not well known, and has not been enforced vigorously. Today, there is a Senior Aids Program to teach older people how to obtain jobs and become more independent. Through this program, senior citizens are moved back into the private sector and can add to society again.

The problems faced by women are somewhat similar to those experienced by ethnic minorities. The main difference being that while low-entry level positions are open to all, often filled by male ethnic minorities, women are still blocked or discouraged from applying. In addition to that, the problem of sexual harassment continues to exist. The following table shows the distribution of employment in different occupational areas.

TABLE 4.1. *Spanish-surname, Anglo, and Negro employment by occupation, Southwest, 1970* (% employment)

Occupation	Spanish surname	Anglo	Negro
	Male		
Professional	6.4	18.7	6.9
Managers	5.2	14.0	3.5
Sales	3.9	9.1	2.5
Clerical	6.6	7.2	8.7
Crafts	20.8	21.1	15.7
Operative	25.4	14.4	26.2
Service	10.5	7.1	17.6
Laborer	12.1	4.7	15.9
Farmers	0.9	2.1	0.4
Farm labor	8.1	1.4	2.4
Total	99.9	99.8	99.8
	Female		
Professional	7.6	18.4	11.9
Managers	2.4	5.1	1.7
Sales	6.1	8.8	2.9
Clerical	27.9	40.3	21.7
Operative	23.3	7.6	12.2
Private household	5.4	1.9	17.4
Service	20.6	14.7	28.0
Other	6.7	3.2	4.2
Total	100.0	100.0	100.0

Sources: U.S. Bureau of the Census, "Persons of Spanish Surname," *Census: 1970, Subject Reports*, PC(2)-1D, table 10, pp. 60–77. Idem, *Census: 1970, Detailed Characteristics*, PC(1)-D1, *U.S. Summary*, table 224, pp. 746–748.

The protected classes must be given the opportunities as required by law. It is now time to provide not only the opportunity to apply, but also to encourage active recruitment, training, and advancement.

The Equal Employment Opportunity Commission has ruled that an employer is responsible for:

1. Maintaining a working environment free of racial intimidation. This principle has been extended by the Commission to include employee jokes.
2. According ethnic minorities the same titles and treatment, denoting respect as human beings as given to white employees.

The way in which people were raised developed their attitudes towards minorities. We need to educate people on the Affirmative Action Laws and other associated laws and also prepare minority groups to obtain and hold job positions in a competitive manner.

References:

Employment Discrimination Law, Schlei & Grossman
Women's Work Book, Abarbanel & Siegel
The Mexican-American People, Grebler, Moore & Guzman
Rights of the Elderly and Retired, Wishand
The Chicano Worker, Briggs, Vernon M. University of Texas, Austin, 1977.

Employee Discipline Procedures

Chairman: Eddie Hueston
Panelists: Marie Scalzo
Jackie Kayne
Vickie Wiechern

This session was a joint effort of the Dallas PARD and the Austin PARD employees. Five disciplinary situations were presented in the form of skits. All of them needed disciplinary action of some kind or another. At the conclusion of each one the audience was asked to respond according to how they would have reacted if the situation had actually occurred in their department.

The first simulation was entitled "Easy Does It." Five people were involved: the foreman, the informant, worker #1, worker #2 and the superintendent. The foreman received a phone call from a new employee, the informant, who tells him that he saw two employees sleeping. Later that day the foreman approached the two sleeping workers, who were then busy at work. He told them of the call he received and without hearing their side of the story, the foreman put warnings in their files. The next day the superintendent called the foreman to his office to ask about the situation because the accused employees complained to him about their unjust punishment. The foreman admitted to the superintendent that he never saw the employees sleeping but that he was told over the phone. He would not reveal the informant's identity for confidential reasons. The skit concluded with this conversation.

The important issue in this situation was "hearsay" and trusting one employee's word over another without enough evidence. One suggestion from the audience was to make the informant sign a written report about the incident. With this he will be taking the risk of perjuring himself if he is lying, which would cost him his job. Many others felt that the punishment was too severe. A vote was taken for those who would fire an employee in this situation if it was his first offense. One-third responded affirmatively.

The second skit was called "A Soft Drink Discovery." A park worker, the Immediate Supervisor, the General Supervisor, and the park Police Officer were the involved parties. On the morning of the incident, the Immediate Supervisor approached the park worker and said undiplomatically that he was displeased with his work and that he needed to show some improvement. The park worker responded hostilely also, leaving them both angry. Later that day the Immediate Supervisor found the park worker out on the job, smelled alcohol on his breath and found an open alcoholic bottle in his vehicl. The park worker denied that he had been drinking but admitted that the bottle was his. The Immediate Supervisor took the worker to the General Supervisor to report the incident. The park Police Officer was also called in to give a breath analyzer test. Because of policy restrictions, he was not authorized to give the test since there was no accident or D.W.I. reported. Ultimately, the park worker was put on suspension without three months pay.

There were several important points brought up by the audience. One man stated that if the employee's work was so unsatisfactory why did he go unchecked for so long? Others said that the punishment was just because of his hostile attitude. Another man felt that the employer should have tried to find out why the employee was drinking and attempt to help him work it out. After a show of hands was taken, over 50% of the audience said they would have fired the employee even if this was his first offense.

"That's an Order" was the title of the third simulation. The main characters were the female temporary crew supervisor and the street worker. The setting was a street median which was previously closed to traffic. The worker forgot to put the safety street cones on the equipment truck before going to the site. The crew supervisor noticed the error and harshly reprimanded the worker by threatening to give him a dock in pay. There were two options open to the crew supervisor: 1) to start working without the cones, or 2) to drive back and get the cones. Travel time was a crucial element to the latter choice.

The audience felt that the reprimand was too severe and that the supervisor handled the situation very poorly. Since the worker had held the job for several years, there was no reasonable excuse to forget the cones, but there was also no reason why the supervisor could not have rechecked the truck to make sure that everything needed for the job was there. The latter point reflects the temporary supervisor's lack of training and experience. All the people in the audience felt that both parties involved were at fault.

"Fighting on the Job" was the fourth skit which involved a crew-leader, worker #1, and worker #2. Worker #1 was temporarily placed on a new crew, but was not new to the agency. Both workers were on the job site where they were pruning hedges and related chores. Worker #2 started to criticize the performance of #1 who reacted very defensively. Derogatory name calling took place which ultimately became extremely personal. Worker #1 threw the hedge clippers down at #2's feet and afterwards threw a punch at him but missed. At this point the crew leader stepped in to stop the fight and the skit ended.

The most important aspect of the incident was that the crew leader waited too long to intervene between the two workers. If he had stepped in immediately after the name calling commenced, things would not have gotten quite so out of hand. One suggestion from the audience was to talk to the two workers and emphasize how important cooperation and cohesion was to the department. Over 50% stated that they would have fired #1 on the spot for his actions. This incident actually occurred in some department and worker #1 was fired at the site.

The last simulation was entitled "Caught in the Act." The people involved were the female crew leader, three park workers, and the supervisor. On a certain weekday the crew leader usually met with the supervisor near the end of the day. However, on one occasion the meeting was cancelled but the crew leader failed to receive the notice for reasons irrelevant to the case. The crew leader went to the meeting but for the reasons stated previously left immediately afterward. Upon leaving the supervisor's office, she noticed three workers leaving the building fifteen minutes before closing time looking very suspicious. The next day she told the supervisor about the incident and suspended them for three days. She also assumed that they left early every time she had the meeting. The three workers were also called into the office. The supervisor did not approve of the harsh treatment to them and said so in front of all the parties involved. With this scene the skit ended.

Several people made suggestions pertaining to this incident. First of all, the crew leader should not have assumed that the workers always left early while she was in the meeting. It was also wrong for her to wait until the next day to take action on the situation. Instead she could have called a last minute meeting with all of her employees, then everyone would notice the three absent men. The department could also install a punch-in time clock to enable them to keep an accurate record of every employee's work hours. Finally several people felt that the crew leader was wrong to have such a 'hard-nosed' approach in discipline procedures, as it will inevitablely create poor employer/employee relations.

In closing, many people expressed their views that the best way to handle employees was to help them improve their attitudes and alter their work behavior. Severe punishment is not the proper way to enforce good discipline. Employee morale would improve if employers worked with them instead of against them.

Risk Management: Overcoming Liabilities

Chairman: Marie Scalzo
Panelists: Lewis Fresch, Michael R. Brownie, Ron Sparks, Valerie Edelbrock

The first speaker, Michael R. Brownie, discussed "an approach to protecting governments or municipalities from loss." The three kinds of losses were as follows:

1. Loss of property (bridges, buildings during floods, etc.). This would also include personal loss such as cash, inventory or vehicles.
2. The second kind of loss is loss through liability suits which result from contractual liabilities. Some examples of these types of losses would be lease agreements, structure contracts, and purchase agreements.
3. The third type of loss is loss through employee illness, or work stoppage or injury.

Brownie urged that planners should take action because of rising insurance costs. The government instituted a five-point plan to deal with Risk Management.

1. Identify risks,
2. Evaluate risks,
3. Practice risk control, by personnel safety programs, motor vehicle safety programs, property conservation programs, environmental protection programs, and emergency preparedness programs,
4. Risk funding, how are you going to pay for it?
5. Risk administration, the implementation of the above elements.

Mr. Brownie mentioned that governments can no longer rely on the ideal of "Sovereign Immunity." Sovereign Immunity for governmental agencies ceased to be an effective concept in the mid-seventies.

Ron Sparks described how he utilizes a volunteer system to supply some labor needs. The first type of volunteer would be the individual or group that simply wishes to donate time as a service project. This includes groups such as fraternities, Boy Scouts, retirees, etc. The second type of volunteer force is known as the "Community Service Restitution Program." In this project individuals who have committed certain crimes such as DWI or simple theft are provided with an opportunity to perform a community service to repay a portion of his or her injury to society caused by their individual offense. No individual which has committed a violent crime or a truly serious offense is eligible for the program. No volunteer is asked to do work that might endanger their safety.

About 155 people participated under Sparks' program an average of $5.00 per hour was applied as a calculating figure, thus these people who worked 15,183 hours in 1983 created a savings of $95,672. Only $312.00 was spent to cover these people with a form of liability insurance.

Identifying whether or not insurance is needed for a program of this sort depends on how much work will be done and what kind of risks are involved.

Valleri Edelbrock next discussed the necessity of concise and complete contracts and clarity of all records and labels. It is a good idea to have a lawyer or Risk Manager present during negotiation of contracts, a strong effort should be made to figure everything which could go wrong. Give some thought to how you are going to protect yourself; for example, know your city health permit, workman's compensation laws, and the details of your liability insurance.

Edelbrock gave the example of Golf Cart contracts; if golfers are hurt in their own cart they are liable. Require people to sign security fees in case of damage to facilities. If there is to be the spraying of chemicals make sure the people wear the right equipment and make sure that the individual can read well enough to understand directions on cans or bottles. Use some sort of documentation to prove literacy and record workers' medical history so things such as bad backs and heart conditions are on file.

After Edelbrock, Ms. Scalzo spoke of the pregnant employee and some measures that should be taken for the protection of the mother and the baby. Female employees should be required to tell supervisors immediately when pregnancy is detected. The policy should be told to the prospective employee in the original interview. A system should be used to document this conversation.

Lewis Fresch said that every effort should be made to eliminate risk in the field. Examples of this effort would be first aid awareness, the ability of an employee to administer C.P.R. or other emergency help. The best preventive measure is preparation and training.

Fresch had further suggestions in the form of his own duties. He always checks his areas for risk to workers, public and himself. He hopes these checks will help to eliminate problems from happening before damage can be caused. Periodic checks are a must, crews in the field should be made aware of what to look for in the field. Examples would be problems with the basketball goals, make sure such dangers as metal chain nets are eliminated. Such nets can cause damage to fingers. Check these types of playground equipment every month to make sure the area is safe.

Fresch said the gist of it all is to create an offense and a defense. A good offense is to attempt to determine everything that can and will happen. The best defense is to know how to deal with the situation when it does happen. Programs of inspection will aid in a successful defense against accidents. Document the inspections. Proper training and proper documentation will provide a good safety program.

In summary, risk management is identifying and eliminating problems. Make certain that the city is not held liable. Programs like food services should not be a city liability. Require contractors to have their own liability insurance. If an individual wishes to bring a private golf cart onto the city course make him/her purchase a permit. In order to qualify for the permit make the owner show proof of $100,000 worth of insurance. This will make certain the city is not held responsible for damage to other people and property that any invidual may do in their own cart. Require security deposits to repair facility damage. Finally, make sure a reservation contract, if the group or individual create problems or miss deadlines, the money is lost. Anticipation and prevention are the primary keys to good Risk Management.

Would You Locate Your Home Next to a Neighborhood Park?

Chairman: Max Robertson
Panelists: Ron Downing, Jim Manning

Whether or not people want their home next to a neighborhood park can depend on several factors: The design and development of the park, the maintenance, good or bad, the programming of the park, and crime and vandalism.

Max Robertson was the chairman of the session entitled "Would you locate your home next to a neighborhood park?" He is the Director of Parks and Recreation in Waco, Texas. He says that as Parks and Recreation professionals, we have promoted the idea that property value of land located adjacent to neighborhood park areas has a higher value; but try convincing the neighbors of this theory.

Ron Downing, Director of Parks and Recreation in Aurora, Colorado, discussed the design and development of a park. His planning department started the formation of several neighborhood associations. The Parks Planning Section works with an association in the initial stages of park planning. They set up a series of three meetings with the neighborhood association closest to the park project. The purpose of the first meeting with the association serves several purposes. It introduces the planning staff and the department to the association, shows the budget for the park, and the landscape architects show them a site plan for the park site. It is then their turn to tell their needs and wants for the proposed park. A list is made and like ideas are put into categories. The group is asked to establish priorities and the landscape architects begin to put general cost figures to each category. After the costs are totaled, and the association sees what they are, they begin to understand why they cannot have everything. This is important for them to understand at the first meeting. They are asked to reassess their priorities and to stay as close as they can to their budget. The prime thing is that they had a voice in the general concept of their park. A second meeting date and time is set at the end of the first meeting. Usually a month later in the second meeting, three separate concept drawings incorporating their priorities are proposed. Each drawing is discussed with pros and cons and estimated budget. A discussion is held after all three drawings have been presented. They select the one concept that best fits their needs as the final design.

It is important to tell them that final designs may be slightly different for a variety of reasons. If they would like to review the final drawing, a third meeting can be set up. Since the program has been initiated in Aurora, few complaints about their parks are expressed and the vandalism is usually far less than in other parks.

Maintenance in a park can either enhance or degrade your home. A neighborhood park that does not share a common property line with a resident is far less a problem than one that does. Maintenance is a major factor in the use and/or abuse a park receives. It is true that planning only happens once, but maintenance is forever. Parks should be designed with maintenance in mind and planners should keep up with the changes.

Bill Thompson, Assistant Director of Parks and Recreation in Irving, Texas, discussed the fact that if a park has a good design and it is maintained, it is time to put some programming into it. Programming can make a park more desirable. If the park is used for its purpose and if the site is programmed to bring desirable people in, it will help reduce, not necessarily eliminate, the likelihood of problems. Some form of programming puts more people on the site, the park will have increased wear and tear on it but it is far better than vandalism. A good solution to a program can be dealt with by obtaining the help of the neighborhood associations. It does not have to be a formal group, just help the people get to know each other and develop a sense of pride in "their" park. Hopefully, they will help protect it by legitimate means. Program methods incorporated in the use of the neighborhood park can do a great deal toward making it more desirable as a "next-door neighbor".

Jim Manning, Director of Parks and Grounds in Oklahoma City, discussed the fact that crime and vandalism in a park can be very undesirable when locating your home next to a neighborhood park. Burglary, vandalism, sex crimes, and homicides are among the crimes that have been committed in parks. Park lighting, curfews, and police patrol can help reduce crime and vandalism in parks. However, to take it a step further would be to involve the neighborhood associations in watch and protection programs. The education, realization, and communication of the community creates interest in parks to help decrease crime and vandalism.

All parks begin with the finest intentions of being a quiet and solitary place where children can play without parents worrying. An ideal place to go and relax and enjoy recreation has been the basis for a park being created. If the Parks and Recreation Department and the neighborhood associations work together towards solving the problems in a neighborhood park, then the advantages would far outweigh the disadvantages of locating a home next to a neighborhood park.

Selecting Recreation and Athletic Field Lighting

Chairman: Gary Birdsong
Panelist: Joe P. Crookham

Joe P. Crookham, President of Musco Sports-Lighting, Inc., gave the program on "Selecting Recreation and Athletic Field Lighting". He gave an overall summary of field lighting. He covered many areas of lighting beginning with some general information about light and light energy.

The purpose of lighting is to conduct large outdoor recreational activities at night, and the problem of lighting is that it makes demands on your agency's resources for installation, operation, maintenance, and replacement. Light energy is wave lengths from electro magnetic spectrum to which the eye is sensitive, and it is produced principally by heat from electrical energy. Light energy is measured by a device sensitive to light energy called a light meter that indicates intensity on a footcandle scale. (A quantum of light is called a lumen. One lumen spread over one square foot of area is a footcandle.) The human eye is sensitive enough to perceive an object with only ½ footcandle (moonlight) and can adjust to 10,000 footcandles of intensity. To follow a fast moving ball over a few hundred feet of distance, footcandles of 20 to 50 are desirable depending on distance, speed and the size of the object. The eye can handle ½ to 10,000 footcandles but it takes several minutes to adjust to wide variations in intensity. A variation of about 3 to 1 can be perceived without pupil adjustment and be reasonably accurately observed. The problem with activities involving balls that move rapidly through the air is that darkening makes the object appear to slow down and brighter light gives the illusion of greater speed. Thus 3 to 1 uniformity is necessary for slower speed areas and 2 to 1 for higher speed areas such as men's baseball infields.

This chart was given to show the watts to lumen output of lamps:

Electricity		Lamps				
		Incandescent	Mercury	Metal Halide	HPS	
1 watt of ele. energy	=	25	60	100	135	Lumens of light energy

This chart helped to show what type lamp would be best for your type of lighting needs.

Mr. Crookham then gave several tips on cutting cost and on safety. He said you could save by calling the phone company to see if they had any old poles that they could donate, or get someone from the community to volunteer their tractor to dig the holes. You can also save if you can use one pole to hold the lights of two. He reminded us to be super careful and to be sure that all poles are grounded and to protect each light source.

Blazing Trails

Chairman: Wayne Kohout
Panelists: Peter Boecher
Lee Bodenhamer

Trail systems are now being developed in several communities in Texas. The Blazing Trails seminar informed the participants of trail inception through planning design, construction and maintenance. This seminar dealt primarily with communities in Texas that have recently started trail systems.

Lee Bodenhamer, Duncanville, Texas

Duncanville is a small city located in southwest Dallas County. It is a city that has grown to 29,000 population and anticipates future growth. The tax base is derived from ad valorem, principally on residential areas; there is little industry in Duncanville. This provides the Parks and Recreation Department limited funds for acquisition and development.

The Parks and Recreation Department conducted a survey to determine what the people of Duncanville wanted in a trail system. Responses were in favor of a facility in which jogging as well as nature walking could be enjoyed.

A site analysis was conducted to determine areas which would be most suitable for trail development. Plans were prepared and significant preliminary work was completed by the department. A grant on which trails were completed was from the Texas Parks and Wildlife Department and the Local Parks and Open Space Fund. The Parks and Recreation Department received a grant of $150,000, and by doing the work themselves, the Department was able to reduce the total contract price.

After the land was prepared by clearing all of the stumps and branches and brush piling it, the city then purchased a woodchipper. This was used in undeveloped areas as well as around the trails. The woodchips would then be used for landscaping specific sites. This saved the city from purchasing woodchips for trail development and other landscaping. Brush piles that weren't woodchipped were burned. Baseball clay was used for the trail surface. The clay was bought in the Dallas area at $75 per cubic yard. The city excavated six inches of soil surface and replaced it with baseball clay. Every year the city stockpiles its clay for use on the ball fields and trails.

Because of the clay used on the trails, problems with vandalism and erosion have occurred. Duncanville's trail system is located in a floodplain, so there are some erosion problems around the bridges. Solutions to the erosion problem have been to raise elevations of the existing topography, change contours, and put in retaining walls and piers.

For trail surface maintenance, the city bought a Lily Turf Shaper. It chisels the ground and then relevels and repacks it. The unique aspect with the Duncanville trails system is that city is saving money by constructing and maintining the trails themselves.

Peter Boecher, Plano, Texas

Plano, Texas, is a city with a population of around 80,000 and is located north of Dallas. The hike and bike trails are different than those in Duncanville because of the different types of users and purposes. There are currently 11 miles of trails located in the greenbelts and parks of Plano. Eight and one-half miles of the 11 mile section are in 2 specific trails. Bluebonnet Trail which runs east-west covers about 3.5 miles. Chisholm Trail runs north-south and extends 5.1 miles. One of the major points about the trails system is that it not only serves basic recreational opportunities, but it links together a number of recreational facilities and city facilities. For example, on Bluebonnet and Chisholm trails there are several athletic facilities, parks, and schools. A master plan has been developed for the future to accommodate the growth of the city by the year 2000. When the system is fully developed, there will be about 70 miles of hike and bike trails. About 50 miles of this will be located in greenbelts and parkland. The remaining 20 miles will be located in street rights-of-way.

Most of Plano's trails are on lands that have been dedicated to the city by previous landowners. The reason for this is because the land is in a utility easement or it's located in a floodplain area. One part of Bluebonnet trail is located on a utility easement which is owned by Texas Power and Light Company. After the city attained ownership of the land, the Parks and Recreation Department worked with Texas Power and Light on arrangements to use the area for park purposes. If there is to be any construction (i.e., trails, parking lots) done on the easement, the Parks Department consults Texas Power and Light and lets them review the park plans to determine if there will be any problems. In establishing the greenbelts and open space areas, the Parks Department worked with housing developers which were located on each side of the greenbelt. This helped in avoiding houses from being built up against these greenbelts. Another idea that was implemented was letting residential streets cross these greenbelts at various points. The reason for this was that if in the future if the city built athletic fields on these greenbelts, the streets would give access to these athletic areas.

Some of the land on which these trails exist is now owned by the city. For example, the developer has given the city a 10-wide easement to locate hike and bike trails. Another example would be land that is owned by Dallas Power and Light and granted the city an easement for a trail development. Currently, the city has a one-year lease and after that in time, the lease will be renewed on a month-to-month basis.

All the trails in Plano are constructed on concrete and are 8-feet wide. At those points where trails intersect a street, there are pavement markings on the crosswalk, bike crossing warning signs, and, for trail users, a stop sign and an accent post to unify the trail system. On trails that are located in the greenbelts and in floodplains (paralleling creeks) the city has constructed pedestrian underpasses. These are used when a street crosses a creek. On these pedestrian underpasses, the city tries to keep them as high above the creek as possible. On those locations around town where new streets and thoroughfares are being built, the pedestrian underpass is being incorporated into the design.

In 1980 the Bluebonnet and Chisholm trails were nominated to become National Recreation Trails. This past year each was designated as a National Recreation Trail.

Wayne Kohout, Midland, Texas

About 3 years ago, the J.C. Penney Company in conjunction with the Presidential Council on Physical Fitness published a brochure. It stated that any city that happened to have both a J.C. Penney Company and Jaycee organization could write to these organizations and be eligible to receive a Parcourse Package. J.C. Penny would donate the package while the Jaycee organization would install it. After a year of communications, the city was unsuccessful in getting the equipment. One area under consideration for a trail system was in a clear zone of one of the city's airports. A local citizen helped get the community involved with this plan by asking the city to plan a Parcourse Trail. The city went to a landscape architect and asked to have designed a mile and a quarter circuit that was paved and lighted. It was decided that there would be 18 stations that would be lighted and provided signage. A committee was formed to help raise funds, and the park was named Petro Parcourse. The city was then about to come with a pledge base and multiplied the 18 stations for 18-$8,000 stations. The companies including the banks and several individuals were quite enthusiastic about this.

Part of the 55-acre tract that was to be used for the trail system was located in a marginal-use area because it was in a clear zone of a runway. Since it has severe restrictions on its use, the land lent itself nicely for use as a trail system. The city also created a buffer zone and established a neighborhood park between the jogging trail and the residences.

The Parcourse consists of 22 acres which is contained in the 55-acre tract. When construction began the overall cost was $164,000 for 18 lighted stations, parking lot, irrigation system, and trees. The Parcourse committee then had to raise $20,000. They did this through small donations of $1,000 or less.

Of the 18 stations, one of them did not lend itself to the 10 x 10 asphalt pad. Also, during construction, trucks rutted the ground leaving scars, and yucca plants started to grow through the pavement. Light specifications had to be approved by the FFA before being installed.

The parcourse contains an entrance sign that shows elements of the trail or course and lists the people who made donations to the park. The parcourse is accessible to the handicapped, and future plans include installing a wheelchair fitness pad.

A nature trail is now being planned for Midland. This would encompass 46 acres of a 600-acre regional park. The city together with the school district and Soil and Water Conservation worked together to map out a trail. The trail would consist of caliche with redwood sides. Plans for the future include an Outdoor Learning Center that school children and other organizations will use.

In April of 1981 a survey was conducted to see what the people of Midland wanted in their parks. Of the 22,000 surveys that were sent out 2,500 responded. Of these 2,500, 1,350 indicated they wanted signed bicycle routes. The city of Midland is now working with utility easements to initiate this project.

Popcorn, Peanuts and Problems

Chairman: Terry Putman
Panelist: Kurt Schroeder

El Paso County Parks Department, in 1976, purchased a renewable lease on Penrose Stadium from the Pikes Peak or Bust Rodeo Association. Included with the stadium facilites was 140 acres that surround the stadium complex. The parks department is responsible for the operation and maintenance of the stadium but the scheduling organization has to conduct the event.

The Parks Department has two main responsibilities. These are Administrative and Maintenance. The main area in the administrative section is the contract with the scheduling organization. The contract establishes responsibilities of the organization using the facility, including insurance, idemnification, ticketing, traffic control, parking, security, advertising as well as all labor, materials and expenses related to the conduct of the event. It is decided at this time who will do the clean-up, a fee calculation and payment is established. A payment equal to 75% of calculated use fee is paid to the county at the time of event scheduling to guarantee the date. Final payment is scheduled within two days after the scheduled event.

The main goal in maintenance is to provide the best facility possible for both the spectators and the participants. During events the stadium has the opportunity to represent the parks department to large numbers who might otherwise have no contact with the department, so the best job that is possible should be done.

There are many areas to consider in the general preparation of the stadium. Although none of these tasks are major in their own right, the total combination of them equates to a substantial undertaking. The areas to consider are:

1. stands
2. stables
3. holding pens, chutes, gates
4. camping areas
5. concession stands
6. announcer's booth
7. restrooms/showers
8. parking lots and roadways
9. planters, plants and turf
10. open areas
11. arena surface

There are many problems in running a facility such as this. One is the wide variety of events which in turn means a wide variety of demands. Each event requires a tailoring of the arena to fit the needs of the participants. It is hard to please everyone as is evident when the stadium is used for rodeos. When this happens bronc riders, barrel racers, ropers and bulldoggers and a whole variety of other participants want the surface of the arena treated and prepared a little differently.

Another problem is scheduling. Sometimes schedules are tight and this makes clean-up very difficult and tiring. What is needed then is proper planning and cooperation between supervisors and employees.

Maintaining a facility such as a stadium can be rewarding to a Parks Department. If advanced plannig is used and the organizations using the facility are cooperative, the problems can be kept to a minimum and benefits to a maximum.

Put Horse Sense in Your Parks

Chairman: Charles Nutter
Panelists: Donna Pond Watson
Sgt. Kelly Vance
Officer Perri Burnett

Charles Nutter presided as Chairman, and Donna Pond Watson (Special Program Manager of Tulsa Park and Recreation Dept.), Sgt. Kelly Vance and Officer Perri Burnett of the Mounted Patrol served on the panel.

The concept of a Mounted Patrol developed as a result of an increase of park vandals and undesirables in Mohawk Park. The Department wanted to develop a system to restore the park to family use by providing visible security. By doing this the park system would be upgraded. In March of 1982 the Tulsa Park and Recreation Department began working with the Tulsa Police Department. Eight off-duty Tulsa Police officers were selected from 52 applicants to ride in the patrol. The officers were chosen on the basis of riding experience, interest in the program, and work performance via their police record. Horses were acquired by donations and two horses were leased for the pilot program. Horses were chosen according to standards set by the Special Programs Manager including:

- Bay Gelding
- 15 hands tall
- calm temperament
- Quarterhorse or Morgan type
- 7-12 years old
- Broke and trainable
- Without troublesome vices
- In sound condition

These standards provide consistency and identification to the mounts used in the program.

The horses' tack includes:

- English saddles
- English bridles with pelham or curb bits
- Black and white saddle blankets with TPRD initials
- Breastcollars and tie downs optional but preferred

English riding equipment was chosen because of its light weight. This accommodated comfort to the horse and rider. Horses are pastured on a private 40-acre pasture within riding distance of the park. Horses that are in pasture from Monday through Friday are ridden Saturday and Sunday.

The horses undergo training with riders to develop skills as encountered in the pasture and park setting, i.e., bridges, streets, creeks, picnic tables, trash containers, barricades, and buildings. Horse training includes:

-Fireworks acclimation
-Trailer loading and unloading
-Physical contact with people, groups, and crowds
-Dogs and traffic acclimation
-Children and stranger acclimation
-Bridges, water, jogging and bicycle trail acclimation
-Motorcycle, car and parking lot familiarity
-Gun range and weapons firing
-Police unit sirens, lights and loudspeakers
-Earthball exercises
-Antishying exercises; poking, petting, hitting
-Smoke and tear gas
-Barricades and obstacles
-Noises and physical contact
-Close formation drills and parade exercises

After officers were selected, they also went through training. An orientation-pasture meeting was held in March of 1982, to review officer riding skills, discuss horse management and program objectives. Although no ongoing riding instruction is required, officers are encouraged to consider lessons. Officers participate in training of the horses and received instruction in pasture rotation, horse handling, tacking up, horsemanship, horse patrol and equitation classes. Officers wear regulation department uniforms with "baseball" caps bearing TPD identification. Boots or leggings are optional, but recommended.

The patrol period includes the months of April, May, June, July, August and September. Officers are scheduled on alternate months, one day each weekend as requested. Two officers ride and lead one horse. One officer drives police unit in the park or rides as needed. All carry two-way police portable radios.

According to Ms. Watson, the patrol has met all the program expectations. The abusive park users have decreased 95%, proportionate with tickets written by the officers. During April and May citations issued per weekend patrol ranged from $500 - $1,400 and averaged 20-30 at $25.00 to $50.00 per citation. Officers began ordinance enforcement program by advising the park users during the first two weeks of the ordinances and penalties. Warnings were first given, then citations. Fewer citations are issued now and fewer abusive park users visit the park. The most frequent violations were illegal parking, excessive speed, improper or no driver's license, car tag and safety stickers. Occasionally citations and arrests were made for public intoxication and quarreling.

The officers patrol Mohawk Park for Tulsa Park and Recreation Department, the River Parks for Tulsa Police Department, participate in parades for Christmas, rodeos, and other holidays. They also assist and sponsor youth programs and escort local equestrian groups in Mohawk Park.

Officers begin their patrol by grooming the horse, tacking up, and riding to their patrol assignment area. The officers ride in teams of two and are in radio communication with the police department and officers. In addition to issuing citations, officers provide information to the park visitors, work at special events, and provide crowd control as needed.

Advantages to the program are many. The size of the horse commands respect and thus gives an advantage to the officer on the horse. The horse also attracts attention and has high visability in the park.

The Mounted Patrol has several advantages over an automobile patrol. Horses offer good mobility within the patrol area, officers are immediately responsive to incidents, horses do not require roadways for mobility, they are quieter on patrol than vehicles, and are less obtrusive in the park.

The most positive aspect of the Mounted Patrol is the image it creates with the public. It allows closer public contact to the police, and creates a bond between the two, the public has a friendlier attitude to the mounted officers, and the park users feel safer with the patrol on duty.

Several disadvantages have arisen from the Mounted Patrol. They include maintenance of horse facilities, horse training and management, officer training, horse personalities and cleanup. Also the patrol is altered by weather.

Despite these minor setbacks, the program has been successful, evident in its record. The officers present were encouraged by press coverage and the public attitude. All officers involved have expressed enjoyment as a part of the Mounted Patrol and are anxious to continue the program.

The Tulsa Park and Recreation Department also are satisfied with the program, feeling it has returned the park to the use for which it was intended.

Although almost feedback has been positive, the Parks and Recreation Department is continually evaluating the program, and solicits information from other cities who staff mounted patrols, including:

-New York Police Dept.
-New York Park and Recreation Dept.
-Washington, D.C. Park Police
-Houston Park and Recreation Dept.
-Northglen Police Dept.
-Dallas Park and Recreation Dept.
-San Francisco
-Hennepin County Park and Recreation Dept.

The implementation of a horse patrol, demonstrates a successful program designed to deter destructive activities and revitalize a city park.

The pages to follow are copies of horse application, horse health record, officer's daily report, and time sheet. These are included to illustrate the detail of information required by the Tulsa Park and Recreation Department.

TULSA PARK & RECREATION DEPARTMENT

COLOR ____________ SEX ____________ SIZE ____________ AGE ____________

MARKINGS ____

UNUSUAL CHARACTERISTICS ____________________ REGISTRATION # ____________

DAM ____________________ SIRE ____________________

DONOR ____________________ ADDRESS ____________________

PHONE ____________________ ____________________

NOTES ____

ARRIVAL DATE ____________________ TO ____________________

VET CHECK ____________________ RESULTS ____________________

____________________ ____________________

TRAINING LEVEL ON ARRIVAL ____________________________________

TACK: BIT ____________________ SADDLE ____________ GIRTH ____________

TIE DOWN-Yes ________ No ________ BREASTCOLLAR-Yes ________ No ________

OTHER ____

OFFICER ASSIGNMENT ____________________________________

DATE ____________________

SCHEDULE LESSONS ____________________ SCHOOLING ____________________

SKILLS ____

____

HEALTH RECORD
TULSA PARK & RECREATION DEPARTMENT

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
VET CHECK:												
External Parasites (Skin)												
Coggins												
VACCINATIONS:												
Sleeping Sickness (E & W)												
Rhinopneumonitis												
Tetanus												
WORMING TREATMENT												
Bots												
Paste												
Fecal sample stomach worms			○								○	
		○							○			
SHOEING												
Trimmed												
Shod												

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TULSA PARK & RECREATION DEPARTMENT

MOUNTED PATROL DAILY REPORT

Fill out and place in file upon arrival and departure.

DATE: ______________________

NAME	ASSIGNED SHIFT (A, B, C, D, SUB.)	TIME OF ARRIVAL	TIME OF DEPARTURE	POLICE UNIT	BEAT
					YELLOW
					GREEN
					RED (CAR)

FOUND HORSES IN: PASTURE ( ) PADDOCK ( )

GROOMED: YES ( ) NO ( )

FED: YES ( ) NO ( )

LEFT HORSES IN: PASTURE ( ) PADDOCK ( )

COMMENTS:

TULSA PARK & RECREATION DEPARTMENT

DATE: ____________________

TO: Donna Pond-Watson
Tulsa Park & Recreation Department
200 Civic Center, Suite 642
Tulsa, OK 74103

FROM: ____________________

DATE	# HOURS	PARK SITE	UNIT PRICE	AMOUNT

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Working With The Private Sector

Chairman: Jim Fisher
Panelists: Jerry John, Andrew Sansom

Jim Fisher, the Executive Director of North Jeffco Metro Recreation and Park District in Arvada, Colorado was the chairman of this session. The session included successful programs without the use of tax dollars and how to expand programs and facilities available to your public through private action, volunteers, foundations, private investors and a state lottery.

Jerry John, Superintendent of Parks in Kansas City, Missouri, has a program that was developed last summer entitled Volunteers in Parks or simply the VIP Program. A cut back in the department forced him to use volunteers in the area of maintenance. The problem was how to get volunteers for maintenance since it is not a very glamorous job and how to keep them once you have them in the program. The VIP Program was based on an incentive plan. The work consisted of litter pickup, weed trimming around shrubs and in flower beds, painting, sweeping, etc. The work can be done anytime at their leisure. A supervisor from the parks department visits the parks usually after the work has been done to verify the work done by the volunteer. After every 1 hour of work, the volunteer receives a bonus stamp to be placed on the bonus card he was given in the beginning. The bonus stamps are then turned in to receive coupons good for a McDonald's hamburger, 2 liter bottle of Coke, zoo passes, swimming pool passes, green fees, etc. The prizes vary on value depending upon the amount of hour completed in the park. The Kansas City Parks and Recreation estimated that they saved approximately 4,000 dollars with free labor at minimum wage in the first summer the program was put into action. They found that some of the reasons people volunteered for the work were just to keep busy, to be active in the community, to get them out of the house, and a clean park enhanced their home nearby. The ages of the participants in the program ranged from six to eighty-one. It was a very successful program for the Kansas City Department and they plan to expand on it this coming summer.

The cutbacks today in Parks and Recreation Departments have forced them to develop and expand programs through the use of private action, volunteers, foundations, and private investors. The VIP program with the incentive plan plays on neighborhood pride. The people enjoy it, they can see the improvements in their parks, it could possibly increase the value of their home, and the department saves money, man power, and time. The department also receives fewer complaints on maintenance in the parks from the neighbors. It is a satisfying compromise to both the people and the parks department.

Andrew Sansom, the Director of the Texas Nature Conservancy in Austin, was also a member of this panel. He uses volunteers in land management. Some people enjoy working in a garden as much as others enjoy playing tennis in their leisure time. The programs offered by the Conservancy benefit both the people and the department. The department saves money and put to use tax dollars in other areas of need. The Conservancy has helped to preserve some 2,000,000 acres of America's forests, prairies, deserts, mountains, islands, and wetlands. The conservancy offers a balanced, practical and business-like approach to land conservation in the context of free enterprise...land conservation through private action.

The Texas Nature Conservancy

by Andrew Sansom

The Nature Conservancy is a national private non-profit membership organization, "...whose primary purpose is the protection and perpetuation of the biological diversity that is our natural heritage." This includes the protection of natural areas containing rare ecosystems, rare animals or rare plant species. The organization's aim is to identify the most important natural areas and to preserve remnants of these.

The Conservancy is responsible for the protection of nearly 2 million acres in all 50 states, Latin America and the Caribbean. The Conservancy annually completes some 200 projects totaling $60-100 million to aid in the preservation of natural areas. We are assisted in our efforts by 156,000 individual members and by 400 corporate organizations. One benefit for the Conservancy is the many volunteers who work diligently on weekends to help take care of natural areas. Although most of the volunteers aren't trained biologists or natural resource managers, they are willing to work hard and for free.

Many recent acquisitions have been in wetland areas. We should remember that the Conservancy isn't trying to preserve the whole landscape, but is only trying to preserve the best of America as it was during "preplow times". The trend has been to focus on those parcels of land that are of high priority for preservation of their significance as nationally unprotected natural areas. Recently, the Conservancy undertook a comprehensive computer-based inventory of the remaining natural areas in the United States. This inventory determined that of the nation's 116 major ecosystems, 19 are unprotected and seriously in danger of disappearing without a trace. Of the 19, 8 or 40% are located entirely in Texas.

The Nature Conservancy actively manages nearly 700 preserves (nearly 600,000 acres) in the United States, the largest system of privately-managed sanctuaries in the world. About 40% of the land acquired by the Conservancy is turned over to management by public agencies, i.e. Texas Parks and Wildlife Department, United States Fish and Wildlife Service, universities or other conservation organizations. The Conservancy is able to preserve more land by cooperating with and turning management over to these public and private entities at significant savings to taxpayers.

The Texas Nature Conservancy was organized in 1962 but didn't aggressively begin acquiring and preserving areas until 1979. Since then the Conservancy has acquired 70,000 acres (mostly upper coastal areas) in the State. Some examples of areas preserved by the Conservancy in the State of Texas are as follows:

1. Texas Point - This area in Chambers County is unique for its many species of waterfowl. The area also contains alligators, which are a threatened species.

2. The Gypsum Dunes - This is a 226-acre parcel of gypsum sand dunes adjacent to Guadalupe Mountains National Park. The area is known for its unique flora.

3. The Sandyland Sanctuary - This is a 2,200-acre area in Eastern Texas that contains a number of oxbow lakes that are at different stages of eutrophication. The difference in age between the youngest and oldest lake is 15 million years.

4. Wilson's Preserve - This is an area close to Beaumont, Texas that has been termed a "Texas Jungle" and is known for its interesting flora.

5. Little Rocky - This is an area in Eastern Texas that is famous for its hanging bogs.

6. Red River Refuge - This parcel of land contains 6 different distinctive habitats.

7. Attwater Prairie Chicken National Wildlife Refuge - This 3500-acre preserve in Southeast Texas is home for the endangered Attwater Prairie Chicken.

Due to intensive agriculture practices, the native prairies in Texas are our most endangered ecosystems. As far as acquisition, the prairies in the State are high-priority areas. One problem which might be expected is that people normally don't get excited about prairies; however, experience has shown that people in Texas have strong feelings for their prairies. A prime example is Triden's Prairie near Paris, Texas, which has been acquired and preserved by the Conservancy. The people in the surrounding area even have a festival at the site each year, proving their deep and abiding concern for prairie remnants.

There are two Conservancy preserves in the State which are also national landmarks. One of these is Enchanted Rock. The other is an interesting area called Ezell's Cave. This cave, located within the city limits of San Marcos, had been historically exploited by one man who caught salamanders to sell to fishermen for bass bait. It turns out that these salamanders (Texas Blind Salamander) were endangered; and, Ezell's Cave is one of the two places it has ever been found. The acquisition of this property to preserve the remaining salamanders was The Nature Conservancy's first project in Texas.

The most recent acquisition is Honey Creek. This is a 1,825-acre Juniper/Live Oak Savannah community north of San Antonio. This particular ecosystem is found only in Texas and here, only on the Edwards Plateau. Honey Creek is a spring-fed tributary of the Guadalupe River. The area is unique for its geology, wildlife, vegetation, Indian artifacts and even for its six miles of hand built stone fences. The Conservancy is committed to protect not only the land here, but also to interpret its cultural, historical, biological, and geological resources. The Conservancy, in a cooperative project with the adjoining Guadalupe

State Park, will make tours of Honey Creek available to park visitors. And research programs at Honey Creek have already begun in conjunction with several Texas colleges and universities.

For now and the near future, the Nature Conservancy in Texas is basically concentrating on acquiring and preserving the following types of habitat:

1. Bottomland hardwood areas associated with rivers in East Texas,
2. Native prairies,
3. Tropical woodlands and brushlands in the Rio Grande Valley,
4. Playa lakes in the Panhandle Region,
5. Coastal marshes,
6. Riparian ecosystems of the arid Trans-Pecos region of Western Texas.

Thank God, It's Monday

Chairman: Maxine Mull
Panelists: Donny Deleo
Steve Bosak

Maxine Mull

What makes people do things? How do you gain motivation? How do you motivate another person or can you? Donny Deleo discussed intrinsic motivation; Steve Bosak spoke on extrinsic motivation.

Donny Deleo

Inner-motivation is how you look at yourself and motivate yourself. Are you able to get your self going or do you need someone else to get you going? How one gets motivated is just as important as being motivated, and what gets you going is not the same for everyone.

Self-motivation is not a one-time process, but consistency is what is important. Where one is motivated, work is not work, it's fun and one can tell if a person is motivated or non-motivated by listening to their vocabularly and by their actions. People that go a little bit farther, The ones that go the extra mile, are those that get ahead. Self-satisfaction in what one is doing is important in being motivated in doing a job. If one is in it for self-satisfaction and what one can get out of it, one will make it.

One needs to set their sights on the goals they want to reach. It's important not to lose sight of one's goals, but more importantly, realizing why one is reaching them. It's easy to quit, but the line between "heroes" and "could have beens" is that heroes never lose sight of what they want.

Intrinsic motivation, self-motivation, comes from within. Allow one to be self-motivated by not setting stumbling blocks or demotivators, such as working conditions, salary, administration, etc., but encourage and have a person feel satisfied with the job they have done.

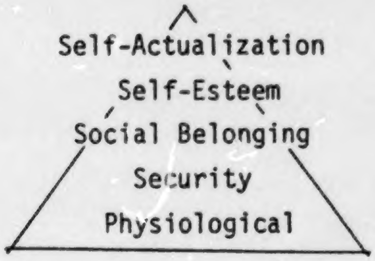
Steve Bosak

We can't motivate someone, but we can create an environment that motivates. There are four factors of motivation: (1) function of our needs, (2) function of opportunity, (3) function of ability, and (4) function of reinforcement. Motivation occurs where work opportunity meets the employees' needs, while at the same time meets the needs of the organization.

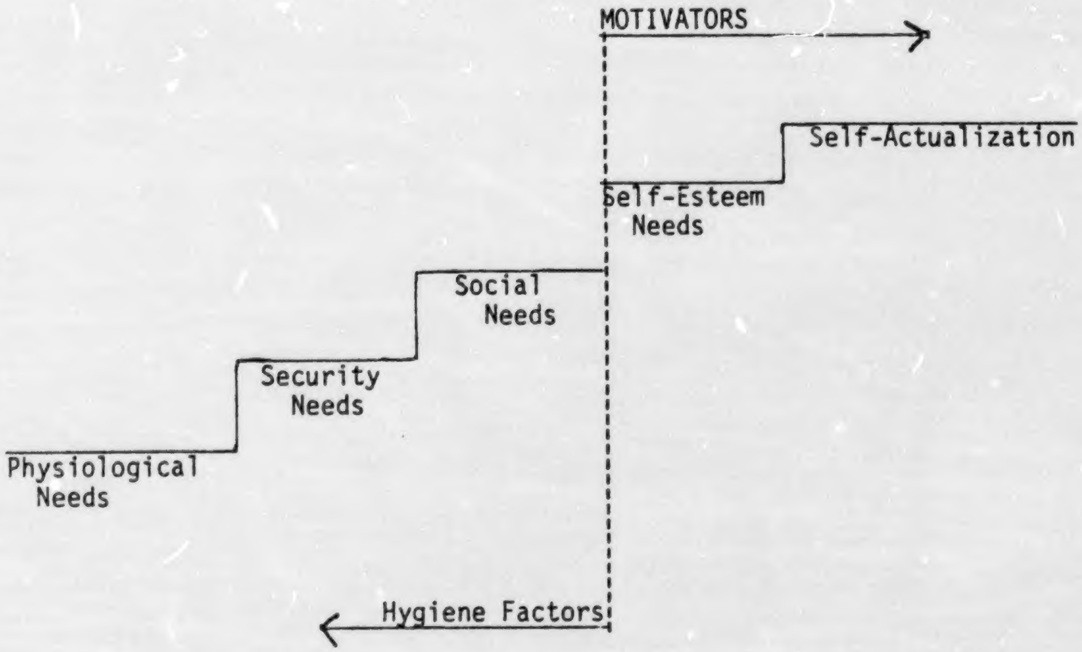
What does motivation mean? Motivation means to move, and there are two types of movement, protective movement and achievement motivation. Protective movement is where an individual does enough to get by, while achievement motivation is giving of one's self or putting 110%.

To understand motivation, we must understand one's needs. These can relate to the needs aslow identified many years ago, (1948).

Maslow's Theory of Needs


Self-Actualization
Self-Esteem
Social Belonging
Security
Physiological

Herzberg's Theory of Motivation (1959)


MOTIVATORS
Self-Actualization
Self-Esteem Needs
Social Needs
Security Needs
Physiological Needs
Hygiene Factors

In Herzberg's theory, hygiene factors are those elements that are not really a part of the job itself (i.e. policies, regulations, salaries, fringe benefits, etc.). On the other hand, motivators are elements that are related to the job (i.e. feeling of achievement, grown and development, challenging work, recognition for accomplishment, opportunity for creativity). Along with this, we can look at Theory "X" and Theory "Y" managers and the difference between the two. A theory "X" manager concentrates on the hygiene factors and this is usually a short-term motivation. On the other hand, a theory "Y" manager concentrates on motivators such as appealing to someone's esteem, helping in growth, challenging work and rewards.

The concepts of Herzberg's Theory of motivation are as follows:

1. To make work more satisfactory, motivation should be provided for or an environment for such.
2. Educate people in a broad sense; allow them to think through the details.
3. Teach ethics of the "Golden Rule."
4. Work on people's strengths; don't point out only weaknesses and errors.
5. Integrate job tasks with workers' abilities to maximize output and humanize their work.

Creating an environment to motivate someone is an ongoing responsibility. Along with creating this motivational environment, those in the leadership roles need to be motivated themselves.